

# PRINTERS' INK

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No. 6

## Before You Diversify, Analyze Your Present Market

Single Industry Manufacturers Are Pointing the Way to New Profit Possibilities

By C. B. Larrabee

**W**HEN in doubt—diversify. A considerable number of manufacturers have followed this advice during the last few years. Seeing themselves faced by diminishing markets for their established products, they have sought new products. Usually they have tried to get products adapted to manufacture in established plants on machinery made idle by poor business. Occasionally they have sought boldly for entirely new lines requiring new equipment, even new sales forces.

Another group of manufacturers who were not willing to adopt the diversification principle of manufacturing have sought diversified markets and outlets. This has meant in most instances that they have preached the idea of diversification to retailers who, experiencing the same loss of sales volume that was affecting manufacturers, have added new products, sometimes even new departments, in order to raise volume back to pre-depression levels.

This movement for diversification has spread through many lines. In a recent issue of *The Iron Age* Herbert R. Simonds recounted the experiences of more than a dozen large manufacturers who have used such different products as electric motors and toys in order to step up production that was slowing down. In business publications devoted to the shoe and men's wear industries there have

been recently a number of articles telling how clothing stores have been adding shoe departments. Few retailers have gone quite so far as the Stamford, Conn., hardware store that added a line of fur coats, probably bought on consignment, although there is the case of a New York State furniture store that features food specials daily.

The philosophy of diversification as applied to manufacturing and distribution has pretty generally been a philosophy of expediency. In the last two years it has been primarily so. That it has worked for a number of companies is no indication that it is bound to work for others. Yet expediency is driving more and more manufacturers to look with longing eyes upon the still green, if slightly withered, fields of other industries.

The chief dangers of diversification are, in 1932, at least, these:

First, the promise of greater volume from diversification may blind the manufacturer to the possibilities of more intensive development in his own field:

Second, an intensification of competition, which is the necessary phenomenon of diversification, in the long run means that very little more of the consumer's dollar is spent in any industry. On the other hand, it fosters competitive practices which almost inevitably lead to price wars and

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other damaging policies on the part of established manufacturers who want to "keep the pikers out."

The president of a large firm making building materials recently said to me, "In 1932 we are, in a sense, going to diversify. However, we are not going out of our field nor are we going into any new channels of distribution. We do expect to add new dealers, but they will be dealers who should have been carrying our products anyway."

"For some years our company has maintained an expensive research laboratory. In that laboratory we have developed several products that can be made with our present machinery and yet are entirely different from anything that has yet been offered. One of these products was developed back in 1928 when we were running close to plant capacity. We were slightly old-fashioned for those days and believed in business cycles. Therefore we filed our plans for this new product, waiting for the dip in the business curve that would make its production desirable."

#### ***Time Ripe Now for New Product***

"Now that, owing to conditions in the building industry, our production is off we are ready to bring it out. It will be added to two other products developed since 1929."

"We do not believe it would be sound business for us to go into new fields. We recently sold patent rights on a product developed by us that cannot be sold through our present outlets. There doesn't seem to be any sense in a policy that would take us into heavy competition with established manufacturers who know more about their products than we can possibly know for several years. Nor do we feel that we should hasten business recovery by intensifying competition."

The vice-president of a food company recently said:

"The argument that diversification will lead to an unloosening of hoarded buying power seems to me

fallacious. Doubtless intensified competition in any one field will act as a stimulant in that field, but I think its possibilities are greatly exaggerated."

"There will be a greater loosening of hoarded dollars if manufacturers will look for ways to improve their products. Moreover there are still fields that have been cultivated sparingly and yet offer great opportunities."

#### ***An Uncultivated Field in the Electrical Industry***

The electrical industry is thoroughly conscious of the implications of that last sentence. The National Electric Light Association has under way plans to develop home lighting intensively.

J. F. Owens, president of the association, said recently:

"Domestic lighting accounts for approximately 60 per cent of the domestic revenue of utilities. New building and the adding of new domestic customers has fallen off appreciably, so that if the increase in domestic business is to continue it means there must be a definite increase in the kilowatt-hour consumption of existing domestic customers. The addition of one 60-watt lamp in each of the homes of 20,400,000 domestic customers in this country will, during the life of the lamp, produce a revenue of \$73,900,000. If, through education, customers can be shown the value of using more light, an existing 60-watt lamp that is burned one hour longer in the homes of 20,400,000 customers will produce \$26,900,000 in increased annual revenue."

The electrical industry's plan to put a three-year drive behind electric ranges is another example of that industry's belief in the future of markets as yet poorly cultivated.

T. K. Quinn, vice-president, General Electric Company, writing in *Electrical Merchandising*, said: "There are 21,000,000 wired homes in the country. Of this number 11,000,000 already have low range rates and only 1,000,000 now have electric ranges. The 10,000,000 immediate market is in-

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# Thought for Food



THE daily bread in the Slater home is now of a particular kind and brand. Jack, Jr., morally responsible for many of the new things that find their way over the Slater threshold, is making a toast of it.

"Boy, when spring comes around I'll be in condition for anything! What about a slice of health for yourself, Dad?"

It was just a little matter of being in condition for baseball and tennis and the other sports that come with the spring that made Jack so enthusiastic over Fullahealth Bread. But some manufacturer profited.

It was a little matter of taste that put the new Zip-Pop toaster on the breakfast table.

... These boys in the home have a lot of growing ideas and interests which many a wise manufacturer is developing

along profitable lines for both the boy and himself.

If you want a representative in the family buying-councils, a junior salesman for your product—who doesn't have to ring the bell, because he's right in the home—tell your story to the 700,000 young fellows who read **THE AMERICAN BOY**. Nearly 80% are of high-school age or over. Men enough to have a man's interest in things. Boys enough to keep that interest hot with boyish enthusiasm.

In the one magazine devoted entirely to them, you can reach this vast group, and tell your story unhindered by adult appeal. May forms close March 10.

The YOUTH'S COMPANION  
combined with  
**American Boy**  
Detroit Michigan

creasing every day at a faster rate than range sales. The plan is to sell 225,000 ranges in 1932, 325,000 in 1933, and 500,000 ranges in 1934. This will add over \$100,000,000 to the domestic revenue of central stations in three years. It will also stimulate the business of contractors for wiring, and add to the electrical business in auxiliary equipment."

To pick one more example from the electrical field, General Electric has just launched a drive on improved commercial refrigeration. This ties in closely with the developments in the field of frosted foods which is continually opening up new possibilities, even though its advance has been slower than its pioneers confidently predicted.

#### ***Some Automotive Giants Have Diversified***

Never before has the automobile industry offered so much for the money as this year. It is significant that free wheeling, floating power, ride stabilization and many other much advertised improvements have been developments of a period when diversification's siren song was sweetest. Some of the automotive giants have diversified. General Motors is an example. However, General Motors' diversification has been part of a carefully worked out plan and not the result of expediency.

It is important that all of these new developments in both the automotive and electrical industries can be capitalized on with present distributive equipment and through present channels.

Therefore, it would perhaps be well to change the sentence at the beginning of this article to—

When in doubt—don't diversify until you're sure it's the only solution.

Diversification can be profitable—even immensely profitable. The fact remains, however, that some of the outstanding business successes of the country have been made with one-product companies. The late William Wrigley, Jr., was an excellent example of a man with a one-product mind.

Diversification, taken as a step of expediency in a time of business distress, is likely to be a costly experiment. It is entered into out of desperation and it occurs at a time when competition in all lines is heavy. The manufacturer who adds his productive capacity to an industry that is already overburdened with idle factories is merely inviting himself into trouble.

In an article in *PRINTERS' INK MONTHLY*, March, 1930, Roy Dickinson recommended that any manufacturer before he diversify ask himself the following questions:

Have I done all I can do with my present line?

Have I freshened up my product recently?

Could I secure some new ideas by talking to retailers and consumers?

Would a new package help?

Is my product really as seasonal as I think it is?

Is my sales force capable of handling a new item without neglecting the old?

Have I studied sufficiently the dangers of adding a side line or have I merely fallen in love with a new word?

If the new product I am considering is as good as I think it is, why don't I try to form a new company to try it out?

Those questions apply today with even more force than when they were written. To them might be added a few more:

Will I be adding more production facilities to an industry that already has many idle factories?

Am I sure that my situation is essentially different from that of the electrical industry? Is it not possible for me to expand my present market?

May I not find a product that will not be competitive with anything now manufactured, that will open a whole new set of wants, that will satisfy needs unrealized and unsatisfied?

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CULTIVATE RHODE ISLAND IN 1932

# *The Journal GAINS in Automotive Lineage*

**I**N addition to gains in general advertising, the Providence Journal (morning) carried an increase in automotive display lineage during 1931, as measured by Media Records.

Automotive gains were principally in Gasolines and Oils and in New Passenger Cars, and totalled 16% for these two classifications.

This showing, in the face of generally curtailed schedules, illustrates the growing recognition of two important facts about Rhode Island:

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## Journal-Bulletin FAMILIES

*In Providence*

# 19 OUT OF 20

*In Rhode Island*

# 2 OUT OF 3

of all families  
who read English

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(1) The second largest market in this relatively prosperous New England section warrants *intensive* cultivation. Better a thorough job where there's money than a scattering where there's none.

(2) As Rhode Island's second largest daily newspaper, conspicuous for the *present buying power* of its reader families, the Journal deserves its place with the Evening Bulletin on any advertising schedule.



CHAS. H. EDDY CO.    Representatives    R. J. BIDWELL CO.  
Boston • New York • Chicago • San Francisco • Los Angeles • Seattle

run really profit me more than greater concentration on the product I now manufacture?

If a manufacturer can answer all of those questions so that diversification seems inevitable, then the only solution left him may be to diversify or go out of business. He will have plenty of precedent either way.

On the other hand, if more manufacturers will give themselves a searching inquisition there will be less inexcusable diversification and the business future of the country will be built on a sounder basis.

### Bernard Lichtenberg, Associate Director, Amos Parrish

Bernard Lichtenberg has become associate director of Amos Parrish and Company, New York, retail fashion and merchandising counselors. He continues as vice-president, a member of the board of directors and in charge of advertising of the Alexander Hamilton Institute as well as head of the Institute's Bureau of Business Conditions. Mr. Lichtenberg has been with the Alexander Hamilton Institute for twenty-two years and was its first employee.

### Publishers' Representatives Merge

Ford-Parsons-Stecher, Inc., and Bryant, Griffith & Brunson, Inc., publishers' representatives, have merged and will continue the business, including the personnel of both organizations, under the name of Bryant, Griffith & Brunson, Inc. Mortimer D. Bryant and Harry C. Griffith will continue to make their headquarters at New York while George W. Brunson and Fred F. Parsons will remain at Chicago.

### W. E. Dexter, Advertising Manager, "Motor"

Walter E. Dexter, advertising manager of the *American Architect*, has been appointed advertising manager of *Motor*, with headquarters at New York. He will continue also as advertising manager of the *American Architect*, both magazines being in the Hearst Business Magazines group.

### H. G. McMennamin, Art Director, Lavin Agency

H. G. McMennamin has joined Lavin & Company, Inc., Boston advertising agency, as art director. He was at one time art director of Young & Rubicam, Inc., New York advertising agency. He was also formerly an art director with the Newell-Emmett Company.

### A Year of Pleasure and Benefit

THE CHEF BOIARDI FOOD PRODUCTS CO.  
CLEVELAND

Editor of PRINTERS' INK:

Little did I realize when I subscribed to PRINTERS' INK about a year ago that I would actually derive as much pleasure and benefit as I have.

Permit me to congratulate you on the articles you accept. To my way of thinking they are at all times sound, practical and very educational.

Just a pocket edition but it deserves a reservation in the main library! Yours truly never misses an issue and I have recommended it many, many times to good thinking business men.

M. E. WEINER,  
Director of Sales.

### Goodrich Tire Appoints H. C. Bear in Southeast

H. C. Bear has been appointed district advertising manager of the Southeast for the B. F. Goodrich Tire and Rubber Company, with headquarters in Atlanta. The Goodrich company, it also is announced, will double its 1931 newspaper space for the Southeast, supplementing its national and institutional advertising with newspaper campaigns.

### F. K. Bollman with F. Wallis Armstrong

F. K. Bollman, for the last two years with the Chicago office of Erwin, Wasey & Company, is now Chicago representative of the F. Wallis Armstrong Company, Philadelphia advertising agency. His headquarters are at 3335 West 47th Street, Chicago.

### Marston and Dawson Join Modern Magazines

Mahlon Marston, formerly Eastern advertising manager of *Photoplay*, New York, and Harold L. Dawson, formerly advertising manager of *Screenland* and *Silver Screen*, have joined the advertising selling staff of Modern Magazines, New York.

### C. M. Boothby with Tower Magazines

C. M. Boothby, formerly manager of the Detroit office of the Meyer-Cord Company and recently a member of the sales staff of the *Chicago Tribune* and the *American Weekly*, has joined the Chicago advertising office of Tower Magazines, Inc.

### Has New Haven Clock Account

The New Haven Clock Company, New Haven, Conn., manufacturer of Tip-Top watches and Westinghouse electric clocks, has appointed the United Advertising Agency, New York, to direct its advertising account.

# Automotive Advertisers Recommend Milwaukee

**A**UTOMOTIVE advertisers used more space in the Auto Show Edition of The Milwaukee Journal than in the show edition of any New York newspaper. Only successful results in the past, and exceptional promise of results in 1932 could induce automotive advertisers to show such confidence in the productiveness of the Milwaukee-Wisconsin market and The Journal.

The Show Edition of The Journal carried 40,201 lines of automotive advertising, or nearly twice as much as the Show Editions of the Milwaukee combination newspapers. In monthly and yearly automotive lineage figures Journal leadership is even more pronounced.

Aggressive advertising and selling promotion will yield good spring business in this reliable market. It is economical to cultivate because The Journal alone reaches more than 80 per cent of the buying power of Greater Milwaukee.

## THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

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Thorough Trading Area Coverage Through One Newspaper!

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# 8,860,000 Neglected Prospects

How the National Carbon Company Is Helping Radio Set Manufacturers  
—and Itself—to Sell to Unwired Farm Homes

By Andrew M. Howe

## 1. Company:

National Carbon Company, a unit of the Union Carbide & Carbon Corporation.

## 2. Product:

Eveready "B" batteries. Used in battery-operated radio sets.

## 3. History:

The first radio receivers were all battery-operated. Sales of Eveready "B" batteries soared with the growth of radio until 1928, when the A C radio was perfected. "B" battery sales dropped as old sets were replaced in wired homes by new plug-in radios.

## 4. Potential Market:

But unwired homes—principally on farms—still depended upon battery-operated radio sets. Nearly 9,000,000 homes in the United States are unwired. A big potential market for "B" batteries.

## 5. Barrier:

This big market was there, but the farmers had to have battery-operated radio sets in order to become prospects for Eveready "B" batteries. The set manufacturers were concentrating on A C sets. They didn't want to bother with battery-operated sets.

## 6. No Improvements:

As a result farmers had to be satisfied with their original sets. They couldn't buy improved radios because the battery sets being sold were the same old sets.

## 7. Objections:

The principal objection to the old battery set was the inconvenience and expense of a storage battery for "A" power. Users had their choice of using storage batteries or "A" dry cells. The former had to be charged frequently,

which necessitated carrying them to town. The small dry cells were short-lived and, therefore, expensive and inconvenient.

## 8. New Product:

Believing that this neglected market could be developed, the National Carbon Company searched for a new source of radio "A" power. It evolved the Eveready Air Cell, a new kind of battery, radically different in design from anything previously devised. The Air Cell does not have to be recharged. Like its brother, the Eveready "B" battery, it is used until its energy has been exhausted. On a seven-tube set the Air Cell battery gives a thousand hours of service, or about a year in terms of average use.

## 9. Problems:

In order to use the Air Cell battery, modifications of basic radio circuits were necessary. These modifications were developed by National Carbon but it was not in the radio set business. It was interested in selling its batteries—both Air Cell and "B"—but couldn't do so until radio manufacturers brought out new type battery-operated sets.

## 10. Education:

Radio set manufacturers were approached and urged to produce new Air Cell sets. The neglected 8,860,000 prospects were pointed out. Few of the manufacturers were interested. They were too busy filling the demand for A C sets.

## 11. Pressure:

In order to convince some of the manufacturers that they were overlooking a big possible market, National Carbon went to jobbers and dealers and they, in turn, appealed to the radio set manufac-

# For five years, The Des Moines Sunday Register has gained an average of prac- tically one thou- sand new sub- scribers a month!

## Des Moines Sunday Register— Average Net Paid Circulation

January 1932, 215,723 copies

January 1927, 158,725 copies

Increase . . . . 56,998 copies

No contests, no premiums—just the  
best Sunday newspaper for the Iowa  
reader.

Over 98% of The Des Moines Sunday  
Register's circulation is in Iowa.



*"Opportunity Rides the Air" Farmers Are Being Told in the Air Cell Advertising in Which This Illustration Appears*

turers. The manufacturers finally listened.

#### 12. Results:

Now over twenty manufacturers are making sets especially designed for Air Cell power. They are planning to go after the 8,860,000 waiting prospects this year.

#### 13. New Tubes:

The new sets use a different type of tube—a two-volt tube. Several manufacturers are now making these, including the National Carbon Company. It hopes to get its share of this new tube business by selling Eveready Raytheon two-volt tubes.

#### 14. Farm-Paper Advertising:

A national advertising campaign on Air Cell sets and Eveready Air Cell "A" batteries commences this month. Five farm papers are being used. Full-page advertisements will sell, first, the joys of having a radio and, second, the convenience and efficiency of the Air Cell radio.

#### 15. Trade Advertising:

Spreads in business papers are telling radio dealers about the unwired market waiting to be sold. The trade is told about the national advertising campaign which "has been planned in such a way as to

help radio set dealers and distributors everywhere get immediate sales."

#### 16. Set Advertising:

So far the burden of introducing the new Air Cell set to both trade and consumer has fallen largely on the National Carbon Company. Some advertising by the set makers, however, has appeared and it is expected that they will soon go after this neglected market in earnest.

#### 17. Benefits:

National Carbon has had a long row to hoe but the harvest is in sight. Sales of the new product—the Air Cell battery—should be large this year and larger in the future. In addition, the company will benefit by increased sales of Eveready "B" batteries.

Other applications of the Air Cell may develop later.

#### R. McA. Ingersoll, Managing Editor, "Fortune"

Ralph McAllister Ingersoll has been appointed managing editor of *Fortune*, New York, which he joined as an associate editor in 1930. In 1925, after a year on the staff of the *New York American* and another year in which he wrote for various magazines, Mr. Ingersoll joined the staff of *The New Yorker* and for five years was its managing editor. During the last two years he has written many of the leading articles in *Fortune*.

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Weather everywhere has been "unusual" this winter. In Florida's early vegetable counties it has been perfect. As a result growers have harvested crops 25 to 40 per cent beyond expectations. Cash returns—always rich—have been proportionately greater than average—is this a market? We cover it fully.

—The Florida Times-Union

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One session of The Chicago Daily News Cooking School . . . eighteen thousand homemakers gathered in the Chicago Stadium to hear and see the latest quirks in cookery . . . one demonstration of the responsiveness of The Daily News reader audience which has made The Daily News the nation's leader in food advertising.

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# THE CHICAGO DAILY NEWS

THE QUALITY QUANTITY CONDENSED EVERY

National Advertising Representative  
250 PARK ST. NEW YORK  
E. A. McDERMOTT

CHICAGO  
Palmolive Building

PHILADELPHIA  
Record Bldg.

DETROIT  
New Center Bldg.  
SAN FRANCISCO  
Madison Bldg.



*Photo by Kaufmann & Fabry*

NOTE: Here's the rest of the story. More than 35,000 women attended the eleven sessions of the school held in Chicago's three largest halls. Some 35,000 were turned away from the doors of the north and south side sessions because of lack of room. This was the Eighth Annual Daily News Cooking School.

# AG DAILY NEWS

CONT'D EVENING CIRCULATION

Represented by A. McDEVITT CO.  
230 Park

Financial Advertising Offices

DETROIT  
Center Bldg.

NEW YORK  
165 Broadway

CHICAGO  
29 S. LaSalle Street

# HERE ARE FARM FOLK WHO REALLY BUY

## THE CAMERA CO

OKLAHOMA CITY OKLA

February 2, 1932.

Oklahoma Farmer-Stockman,  
Oklahoma City, Oklahoma.

Gentlemen:

Since our 1-inch ad came out in your January 1st issue we have received 2518 replies-- and they are still coming in.

This is a great many more than we had expected. Some of the answers received late in the month will result in a somewhat late filling of orders.

We have carried this 1-inch ad in the Oklahoma Farmer-Stockman for a good many years and have always had excellent results. We have built up a good mail order business almost entirely upon that advertising. The January ad, of course, was a special offer. It got us wonderful results and made us many new customers.

Yours very truly,

THE CAMERA COMPANY,

Fred MacArthur  
Fred MacArthur.

Oklahoma Farmer - Stockman ad-  
vertising will help your sales, too.

205,023 A. B. C. Circulation

**THE**  **OKLAHOMA**  
**FARMER-Stockman**  
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# Leaders, Loss Leaders and Misleaders

Actual, Not Average, Costs Should Be the Yardstick for Determining Whether a Featured Item Returns a Profit

By Godfrey M. Lebharr

Editor, *Chain Store Age*

**WHAT** is all the shooting about?

I refer to the new hue and cry against "loss-leader" merchandising with the chains the main target.

In Congress, in addition to the regular appearance of the perennial Capper-Kelly price maintenance bill, Senator Nye introduces three bills aimed at selling goods below cost and declares they are designed to protect the independent merchant against the chains.

The Federal Trade Commission, after a three-year investigation of the price-cutting situation, submits its report to Congress with the conclusion that "no legislation permitting resale price maintenance is at present called for," and no one seems to give it more than passing notice. The Commission submits another report, in connection with its chain-store inquiry, entitled "Chain-Store Leaders and Loss Leaders," in which it draws no conclusions and makes no recommendations, and the headlines in the business papers suggest the chains have been taking untold losses on nationally advertised products.

## Profit Depends on Original Cost

PRINTERS' INK, of January 21, carries an article ("Just a Few Towels," by Andrew M. Howe) on Woolworth's sale of Cannon towels and presents the event as an example of loss-leader merchandising, although nothing in the article warrants the conclusion that Woolworth suffered any loss at all in connection with it. On the contrary, the president of the company expressly pointed out that the \$500,000 worth of towels were not bought individually but as a lot.

Whether these towels could be sold at 10 cents apiece at a profit would obviously depend upon what Woolworth paid for them, and yet, without any data on that point, the statement is made that "it stands to reason that a towel 24 by 48 inches, of exceptionally good grade, cannot be sold for 10 cents at a profit."

## Nothing New in the Use of Leaders

Now what are the facts?

In the first place, the offering of leaders—items sold below the regular price in order to stimulate trade—has been a feature of retail merchandising ever since there were any regular prices to cut. Department stores and other independent merchants used leaders long before the chains ever became an important factor in distribution. They still use them. They will continue to use them, and so will the chains, so long as the bargain appeal may be depended upon to stimulate trade.

In the second place, the terms "leader" and "loss leader" don't mean the same thing. Using them interchangeably leads to most of the misunderstandings on the subject. An item sold below its regular price for the purpose of stimulating trade is a leader, but it is not a loss leader unless its featured price actually represents a loss.

What, then, is a loss? Whether or not a given price represents a loss is not always easily determined. It can never be determined satisfactorily unless we agree on what we mean by a profit.

If, by a profit, we mean a margin exceeding the average cost of doing business, then, of course, any item featured at a price which

fails to yield such a margin may be considered a loss leader.

If, however, we mean by profit a margin sufficient to cover the cost of selling the item in question—irrespective of the average cost of doing business—the situation is entirely different. Measured by such a standard, a profit may be realized on an item even though the gross margin is less than the average cost of doing business. On the other hand, by that standard, a loss may be sustained even though the margin realized exceeds the average cost of doing business.

To make the point clearer, let us take the case of Woolworth's sale of Cannon towels at 10 cents apiece.

If Woolworth purchased these towels at an average price of 9 cents apiece, then they yielded a margin of 10 per cent. Let us assume that Woolworth's average cost of doing business is 25 per cent. If we take the average cost of doing business as the yardstick by which to measure profit, then, of course, Woolworth sold these towels at a loss of 15 per cent, and the sale might properly be characterized as a typical example of loss-leader merchandising.

#### **Actual Cost May Be Less Than 10 Per Cent**

If, however, we discard the unscientific yardstick of average costs, and consider instead the actual cost involved in moving these towels, the result might be quite different. In view of the quick turnover achieved in this case, it might easily develop that the actual cost of moving this \$500,000 purchase of towels was less than 10 per cent, in which event the sale could not be regarded as an example of loss-leader merchandising at all. On the contrary, it would be an example of perfectly sound leader merchandising—resulting not only in the indirect benefits which all leader merchandising is expected to develop but in a direct profit on its own account.

In the Louisville Grocery Survey, the Department of Commerce

did not bother with the average cost of doing business. It applied the more scientific yardstick—actual costs. It found that low margins frequently yield large profits, and long margins frequently mean substantial losses. The Federal Trade Commission, in its price maintenance study, likewise recognizes the inadequacy of the yardstick so generally employed by merchants in figuring out their profits.

"True costs in retail operations," declares the Commission, "vary widely for different commodities, depending on lines handled, differences in rapidity of turnover, efficiency of management, and many other circumstances."

#### **Low Margin Need Not Mean No Profit**

Manufacturers of nationally advertised products would not be told so frequently that it does not pay to handle their goods because of the low margin they yield if the real elements of profitable merchandising were more generally understood.

Turning now to the Federal Trade Commission's report on "Chain-Store Leaders and Loss Leaders," what does it actually reveal?

In the first place, it should be noted that, although the Senate directed the Commission to inquire into the methods used by the chains "in comparison with those of other types of distribution," this report on the use of leaders makes no comparison at all. It reveals that 12 per cent of the chains reporting on the question of selling nationally advertised articles below net purchase cost admitted that they *sometimes* indulged in the practice, but just what percentage of department stores or other independent merchants likewise engage in that practice is not referred to.

However, on this point, perhaps the Commission's latest report should be taken in connection with its previous report on price maintenance, which seems to have been far more extensive and which did take in not only chain stores, but

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department stores and other independent merchants also.

What did the Federal Trade Commission discover as to the general practice of selling nationally advertised goods *below net purchase cost*?

"The reports received from dealers regarding their purchase prices and selling prices," declares the report, "very rarely showed selling prices lower than purchase prices."

#### **Few Items Sold Below Purchase Price**

Elsewhere in the report, the following details appear:

"The striking feature of the count is the rarity of cases in which selling prices reported were at or below purchase prices named by the merchants. For drug and grocery items, the showing was that in 20,806 quotations returned by independent druggists, drug chains and department stores there were thirty-two quotations indicating sale at, and fifty-three quotations indicating sale below prices paid for goods.

"In other words, for drugs, on the average, about one quotation in 245 indicated sale at or below purchase price. For independent drug stores fifty-five out of a total of 19,118 quotations, or one in about 350, indicated sale at or below cost price paid; for drug chains, ten of a total of 1,090, or about one in 110 quotations, indicated such sales, while for drug departments of department stores, twenty quotations out of 588, or about one in every twenty-nine, were at or below purchase price.

"Thus it would seem that for drug items, department stores sold at or below cost much more frequently than either drug stores or chain stores.

"Of 4,858 quotations on grocery items submitted by independent and chain grocery stores and department stores, but twelve indicated sales at or below cost, an average of one in 405. For independent grocery stores, six of a total of 2,954, or about one in 490, indicated sale at cost, none below cost. For grocery chains, five of

a total of 1,736, or one in about 350 quotations, indicate sales at or below cost. Grocery departments of department stores reported but one sale at cost and none below cost in a total of 168 quotations."

The Commission concluded that "if the showing is to any degree representative, it would seem that the elimination of sales at or below purchase price would have but little effect on the competitive situation among dealers."

In its latest report on this phase of the question, covering chain stores only, no figures are given from which any inference whatever may be drawn as to the extent to which chains sell goods below net purchase cost. The only information on the subject is that, in 1928, 174 chains out of 1,458 reporting, "sometimes" indulged in the practice, but to what extent is not indicated. Much is made in some of the business papers of the fact that of 777 chains reporting for both 1922 and 1928, only sixty-nine chains reported that they sold standard items below cost in 1922, whereas eighty-eight admitted indulging in the practice in 1928. Whether *more* merchandise or *less* was sold in this way in 1928 than in 1922, however, does not appear from the report, and yet the figures were interpreted by the business press to mean that the practice was increasing.

So much for goods sold *below net purchase cost*.

#### **Goods Sold Below Total Cost**

As to goods sold below *total cost*—which means, purchase price plus the average cost of doing business—the Commission gives some specific instances designed to reveal the extent of the loss sustained by the chains reporting such sales. According to the report the average loss in these cases was 9.9 per cent, ranging from 3.3 per cent on toilet paper to 14.6 per cent on cigarettes.

Properly interpreted, according to the scientific way of figuring profits, these so-called losses may not represent losses at all. The fact that the average loss

amounted to but 9.9 per cent would indicate, on the contrary, that, measured by proper standards, many of these sales probably yielded a profit, for the average gross margin on them must have been approximately 8.3 per cent. This is apparent when we recall that according to the recent study of operating costs in the chain grocery field made by the Harvard Bureau of Business Research, the average operating costs of the chains is 18.2 per cent. If, therefore, on these specific items, the margin realized was 9.9 per cent below the average cost of doing business, the necessary implication is that a margin of 8.3 per cent was realized on them. On certain fast-moving, nationally advertised items, such a gross margin may be ample to net a satisfactory profit, even though the average operating costs may be considerably higher.

The Commission's report does present some figures showing the sale of specified commodities below "replacement cost." Thus, eight grocery chains, operating 526 stores, reported losses of 13.3 per cent on Maxwell House coffee, 8 per cent on Gold Medal flour, 16.7 per cent on Shredded Wheat, etc. In the drug field, seventeen chains, operating 140 stores, reported similar losses of 31.4 per cent on Palmolive soap, from 4.5 to 15.6 per cent on Listerine, etc.

#### *Figures Based on 1928 Prices*

On this phase of the report, it should be noted, however, that the Commission's figures are based on "the lowest selling prices in 1928" and the Commission points out that the figures do not "necessarily mean that the sales are actually below the prices at which the chains purchased the goods in question."

Just how much of these items were sold at the "lowest price in 1928," just what prompted the sales at the price in question, to what extent the manufacturers helped to promote the sale, and a dozen other qualifying factors might materially modify the significance of these figures. But,

perhaps, the outstanding fact regarding them is that they represent reports from only a handful of comparatively small chains, and justify no general conclusions regarding the chain-store field in general. Certainly, without any comparison between chain-store practices in this respect with the practices of department store and independent merchants generally, they mean absolutely nothing.

#### *Remedy Lies in Raised Standards*

Of course, the fact that the chains may be able to sell certain types of merchandise at prices which their independent competitors cannot meet, and still make a satisfactory profit, may give small comfort to those whose operating methods do not permit them to achieve the same results. However, the remedy for that situation, as I see it, lies in raising the standards of the less efficient operators rather than in lowering those of their more efficient competitors.

In conclusion, whatever may be said of the use of loss leaders from the standpoint of either sound merchandising or business ethics, it is certainly misleading to suggest, as so many business publications are suggesting, that the chains are the only or even the principal followers of the practice. Furthermore, because an independent merchant or even a chain store cannot ordinarily sell a 24 by 48 inch Cannon towel at 10 cents and make a profit is no evidence that the Woolworth company cannot do so on a special purchase of \$500,000 worth of towels of all sizes, especially when such a purchase is merchandised so as to insure quick turnover. Whether an item is really a loss leader or a profit maker cannot be determined by its selling price alone.

#### *New Account to Comer Agency*

The S-200 Company, Kansas City, Mo., has appointed the Russell C. Comer Advertising Company, of that city, to direct its advertising account. Magazine, newspaper and radio advertising is being used.



# Test Market? And How!

Just about everything it takes to make an ideal test market the Indianapolis Radius has. Consumer quantity . . . well over a million and a half of them in the territory economically dominated by Indianapolis. Consumer quality . . . 92% native born white, 98.7% literate, with well balanced purchasing power.

And The News . . . first in Indianapolis for the past 37 consecutive years . . . habitual family buying guide . . . with the proved ability to do a thorough selling job in the market ALONE . . . for only ONE economical advertising cost. Investigate the Indianapolis Radius NOW.

Member

Major Market Newspapers, Inc.



## THE INDIANAPOLIS NEWS

New York: DAN A. CARROLL, 110 E. 42nd St.

Chicago: J. E. LUTZ, Lake Michigan Bldg.

Looker, Northam  
Roosevelt Is Pl

'Physically Fit' 1  
Job at White House

FROM THE JOURNAL OF THE  
New York, N. Y. - "Is Gov. Roose-  
the title of an article in the  
of Liberty  
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Fit for the Pres  
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### America's Best Read Article

Dr. Gallup—in his recent census of what four thousand magazine readers actually saw and read—found the Liberty article "Is Franklin Roosevelt Physically Fit To Be President" to have been read by more persons than any other article in any other magazine during the six weeks' test period.

On the average, Liberty editorial features were found to be:

17% better read than those in Weekly A  
6% better read than those in Weekly B  
41% better read than those in Weekly C

And this, after all, is but a statistical analysis of the reason why more men and women ask for Liberty, week after week, 52 times a year, than any other magazine published.

Dramatic, simple, candid, concise, Liberty brings greater attention to its advertisers, gives costly advertisements a better chance to succeed in 1932.

No wonder issue after issue shows new companies accepting the opportunity offered. Liberty's January quota was exceeded by 25%; February, by 10%. And Liberty's 1932 quota is 15% over 1931 billing! Will you join our progress?

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# Doctors Find Gov. Roosevelt

Boston Herald

## Physically Fit

### PORT ROOSEVELT PHYSICALLY STRONG

New York Times

Specialists Quoted

Article Declare

## ROOSEVELT'S HEALTH TEST WRITER'S IDEA

Earle Looker, Former Newspaper-  
man, Replies to Criticism  
of His Magazine

### Roosevelt's Fitness.

A statement, signed by three medical  
specialists, holding that Gov. Franklin

Washington, D. C. Star

public life." is published in the current

LT WAS A BIG HELP  
P'S RATING OF LIBERTY  
CA'S BEST READ WEEKLY

# Franklin Roosevelt

## Is Healthy Enough

## To Be Pres

### Say Roosevelt Is Physically Fit For Duty

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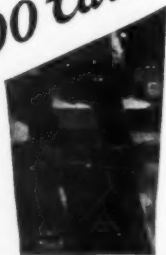
## Roosevelt Declared Fit for Presidency

Albany, N. Y., July 18.—(UP)—The  
complete report of three specialists  
vth Minneapolis Tribune 1 D.  
Roosevelt's fitness for the  
presidency available to-  
night by Earle Looker, author of an

# Detroit News HOME Delivery Is the Key to Results



*155 Sub Stations  
5,000 Carrier Boys*



The Detroit News is largely home delivered. Through a system of 5,000 exclusive News carriers and 155 sub-stations Detroit News delivery assures thorough home coverage. This, together with the fact that home circulation enjoys multiple reader interest, explains why The News has for 18 years been one of the world leaders in advertising. You can cover 71% of all Detroit homes of \$3,000 incomes and over by employing The News, alone. Its circulation is greater than any other Detroit newspaper's and is proportionately the least duplicated. Concentrate your Detroit advertising appropriation in the News, and sell one of America's greatest markets at low cost.



155 sub-stations all over Detroit serve as sources of supply for 5,000 Detroit News carriers.

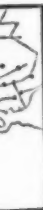
## The Detroit News

THE HOME NEWSPAPER

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L. A. KLEIN, Inc.

Chicago Office  
J. E. LUTZ

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## How Talking Pictures Help Dealers Sell Used Cars

Deadly Drudgery of Unwelcome Selling Chore Is Made More Effective Through Being Dramatized and Brightened

By Eldridge Peterson

SEVERAL months ago sixty representatives of the sales promotion department of the Plymouth Motor Corporation set out from Detroit loaded down with their projection machines and fresh new prints of a talking picture entitled "Building on Fundamentals." They were off on the mighty errand of showing dealers and their salesmen how to handle that pestiferous problem—the used car.

Every day in sixty spots throughout the country Chrysler, Dodge and De Soto dealers and salesmen (for all of these also handle the Plymouth car) sit in a darkened room while across the screen in front of them flashes the dramatized story of how the Plymouth organization thinks a typical dealer should handle the used-car situation. After the lights go on, these sixty men lay aside their jobs as camera men and, assuming their real roles as sales promotion representatives, talk over with these dealers the problems that have just been illustrated in the film.

### *Part of an Aggressive Campaign*

This, in a few words, summarizes what the Plymouth organization is doing to help all Chrysler Motors dealers put their merchandising of used-car stocks on a satisfactory basis. The presentation of this film throughout the country is part of an aggressive campaign to establish and maintain the dealers in a liquid operating position. One way to accomplish this is to educate them to the necessity of a quick turnover in their used-car departments which represent a capital investment that can either make or break the dealer. Chrysler Motors for several years have conducted a used-car clinic for the benefit of Dodge,

De Soto and Chrysler dealers and in the film, "Building on Fundamentals," the results of its observations are demonstrated in picture form in order that they may be forcibly and easily brought home to dealers.

### *The Picture Starts the Dealer's Mind Working*

The concentration of these recommendations in the entertaining medium of a film, however, does not mean that the Plymouth organization thinks the presentation of the film ends its work on this used-car problem. On the contrary, the film is merely an integral part of a well-planned method of meeting the problem.

The function of the film, as one of the members of the Plymouth sales promotion department described it, is to get the dealer's mind working so that after the picture has been shown, the dealer will open up on those phases of the problem that bother him most. He may disagree with some of the recommendations made in the film, but the fact that he has been stimulated to talk about these problems will give the company's representative an opportunity to explain and go over the advantages of the company's recommendations. It is this phase of the work of these sixty representatives that is most important. They have been instructed to report after each showing of the film, not how the dealer liked the film, but the actual things that were accomplished in making the dealer take some steps to solve his handling of used cars. The dealer, for example, may decide to purchase some equipment in order to help him recondition used cars more quickly, or he may adopt some suggestion for displaying them more attractively or accept assist-



*A Scene in the New Plymouth Talking Picture in the Process of Being Filmed*

ance in revising his prices—this is often very important. Concrete actions on the part of the dealer are what the company hopes will be the result of these talking picture gatherings.

Let's see how one of these showings is put on as exemplified by a presentation witnessed in conjunction with the recent automobile show at New York where dealers of the New York metropolitan area had their first opportunity to view the new picture.

Evidently the appeal that motion pictures have as a form of entertainment carries over into the field of business where entertainment is submerged under the more urgent problem of dramatizing a problem. At the New York showing, enough of an audience presented itself to make it necessary to keep the film running continuously throughout the day with five-minute intermissions. "Building on Fundamentals," carefully worked out with a group of well-cast actors playing the parts of company officials and typical dealers and customers, also revealed that interest can be stimulated by a proper use of local color and properties which make the story ring true to its audience.

A word about the film itself. The opening scene reveals a character impersonating one of the officers of the company standing by a desk. As this company ex-

ecutive gets into the subject of the dealer and his used-car problems, he approaches the topic of "systematic buying" as a fundamental idea for the dealer to bear in mind. On the desk in front of the speaker is a wooden block bearing in print the phrase "Systematic Buying." Rising from the center of this block is a solid arch.

As the film proceeds and the speaker comes to a second phase of the dealer's work in selling his used cars, he lifts a portion of an arch, on which is printed the topic he is developing, from behind the desk and builds a super arch around the solid arch support. In this way a super arch is built and with the final piece, labeled "management," inserted as the keystone, it is found that the arch can stand alone when the arch support is removed.

#### ***The Pieces That Make the Arch***

The pieces inserted to build the arch include: Reconditioning, proper forms, man power, display, advertising, sales direction, guarantee, literature distribution and selling connections. As each of these topics is developed, the film flashes the story back to scenes illustrating the topic in a typical dealer's office or showroom.

Each of these ingredients in the suggested used-car plan is treated thoroughly in the course of the

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film. In showing how a car should be reconditioned, for example, various equipment that can help make this work easier and more economical, such as paint sprayers, etc., are demonstrated. An attractive way of displaying used cars, ways of featuring one special a week, and other helpful suggestions are woven into the story of a typical dealer and his organization.

After the showing of the film, dealers and their men find charts set up along the walls. On these the arch as built in the picture is again demonstrated and explained. Forms of issuing a used-car guarantee, price tags to be placed on the cars, and all types of literature that can be used in following the suggestions made in the film are at hand for inspection and discussion.

It is after the showing of the film, as stated before, that the real work of these sales promotion service men has to be done. It is the results of the combined work of the film and the men in their talks after its showing that are jotted down on the report of these meetings to the company.

"Building on Fundamentals" is

the second talking picture that has been made for Plymouth. The first, the story of "floating power," was presented under the title "The Fourth Milestone," and was for public as well as dealer education. This was sent around the country and was lent to dealers for public showings. Many dealers rented empty stores in favorable locations to present this film, featuring its presentation with local advertising in papers and with all the flare that a local movie house would use in putting on a super-special feature.

In San Francisco, for example, a dealer showed "The Fourth Milestone" for the whole month of September in a special salesroom opposite the Orpheum Theater on San Francisco's famous Market Street. From nine in the morning to eleven at night this salesroom was kept open, with the film running most of the time, and Plymouth demonstrators setting out every fifteen minutes. Outside of this salesroom was posted a big sign reading "Sensational Talking Pictures. Death Valley, Mt. Wilson, and Belgium Roll. New Plymouth Floating Power! James E. Waters. . . . Special Exhibit."

## Those So-Called "Best Minds"

Editor of PRINTERS' INK:

May I flatly disagree with one part of M. L. Wilson's advice to young college men looking for advertising jobs? "Ability to write cannot be taught: it is God-given," is unnecessarily discouraging—in my experience, untrue.

I also think it pathetic, as much so for the fraternity as for the job-hunter, that a symposium by "best minds" can't produce more concrete suggestions as to what comes next for the youngsters in question.

Conscious observation over the last fifteen years leads me to say that this general vagueness, plus the notion that good advertising men must be "born"—or at least self-made—results in its taking about twelve years in advertising

to develop the generalship an engineer acquires in six.

Of the writers quoted in your January 28 issue, only Mr. D'Arcy comes close to the mark. But is it fair to ask a man just out of college himself to lay down that five or ten-year program, devise that progress record, write his own examination? It is not.

I say it is not because the average agency principal, if challenged, couldn't do such a thing for himself—and wouldn't if he could. I think Mr. Wilson might. Ray Giles, Mac Martin, Ben Nash, George Metzger are others whose habit of setting things down 1-2-3 is strong. But let's not set up hurdles that most of us don't jump ourselves.

LYNN W. ELLIS.



# Position Can Make Advertiser's Dollar Worth More

Well Style of Make-Up Is Praised by Agency Man

By Frank L. Swigert

Manager, Media-Contract Department, N. W. Ayer & Son, Inc.

AN important phase of service to a general advertiser is the position accorded his copy on the pages of a newspaper. Whatever the volume of advertising carried, every publisher should stand ready to grant fair and satisfactory placements. Doubtless the two factors that outrank others are to place all advertising adjacent to suitable reading matter and to place certain advertising with distinctive and selective appeal on appropriate feature pages. The former involves well planned make-up and the latter discerning care.

Where the volume of advertising in relation to the amount of news matter printed requires it, the well-style of make-up is our preference, in order to place each piece of copy adjacent to reading. Not that every advertisement can occupy full position consistently without premium, but every advertisement without exception will adjoin reading to the greatest extent possible.

The well style contemplates the advertising arranged on both sides of the page with the reading matter between and extending down to the extreme bottom of the page. Thus with the advertising converging from both sides and the reading dropping in well style between, every piece of copy gets its chance. It is unfair to the user of very sizable space units constantly to be the base of the pyramid-style of make-up with his copy completely shut away from reading. The argument often advanced that large copy can be seen anywhere savors of discrimination against the volunteer customer.

The same plan of make-up on market-basket and household pages

From a talk made at the annual meeting, at Wilkes-Barre, of the Pennsylvania Newspaper Publishers Association.

for food copy, on sports pages for products appealing to men and young men, etc., will provide the same deserved position advantages. Make-up should also be so planned as to avoid associations with other copy of objectionable nature. Not that the copy might be objectionable of itself, but would not be appropriate for association with certain other copy. For example, we would not wish you to place copy of an insecticide alongside our food copy and certain types of medical advertising are very objectionable to many advertisers.

Well-planned copy placement for manufacturers will help make the advertiser's dollar worth more in 1932.

## What He Wanted, He Got

THE GAGE PUBLISHING COMPANY  
NEW YORK

Editor of PRINTERS' INK:

I want to assure you of my appreciation of your letter of January 30 with which was enclosed innumerable references to articles on salesmen's expense accounts, which have been published in your publication from time to time.

Your promptness and thoroughness in responding to my earlier request, will enable me to have before me for consideration exactly the data that I require.

L. C. FLETCHER,  
Vice-President.

## R. F. Smythe Joins Doughten Agency

Ray F. Smythe, formerly vice-president and general manager of the Argol Chemical Corporation, Baltimore, has joined R. S. Doughten & Company, Philadelphia advertising agency, as an account executive. He was at one time merchandise counselor of the Hearst Organization.

## Traver Smith, Vice-President, Standard Brands

Traver Smith, since 1929 in charge of the Chase & Sanborn division of Standard Brands, Inc., has been elected vice-president of Standard Brands.

# Where BETTER is Spelled B-I-G-G-E-R

So long as there are advertisers with "class" buyer complexes flourishing in the face of mass sale necessity, newspapers will no doubt continue to modestly concede, if pressed, that their readers are more accustomed to dress shirts than others, at that. There's nothing like giving the customer what he wants.

Yet, can the customer really get it? No magazine with any real claim to "class" appeal has yet built, with a national population of over 115,000,000 from which to draw, a circulation as big as the Chicago American has in one metropolitan area containing some 4,500,000 people. Even Chicago's second evening paper has a larger circulation than any such magazine.

It thus seems a fair deduction that either the national class magazine isn't making the most of its circulation opportunities, or the metropolitan newspaper which talks about "class" is—well, just talking about it.

Meanwhile there is nothing vague nor conjectural about the Chicago American's outstanding circulation leadership in its field.

## CHICAGO AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.



National Representatives:

RODNEY E. BOONE ORGANIZATION

# Business in BALTIMORE

The pages given here in reduced size are from "A Statement of Business Conditions in Baltimore as Compared with Those in Other Large Cities," a pamphlet recently issued by the Baltimore Association of Commerce.

## Department Store Sales

*Baltimore 10.8% better than average--*

On basis of totals for the  
calendar year of 1931  
compared to 1929—

Baltimore is higher than  
any of the cities compared

BALTIMORE

90.3%  
of 1929

Average percentage  
of other ten cities\*

79.5%  
of 1929

### Cities Compared:

NEW YORK  
PHILADELPHIA  
BUFFALO

CLEVELAND  
PITTSBURGH  
DETROIT  
CINCINNATI

CHICAGO  
ST. LOUIS  
MILWAUKEE

\*Comparative figures for Boston not available

THE SUNPAPERS in January

OR ecidedly Above Average...

### Building Permits

*Baltimore 30.8% better than average--*

On basis of value for the  
calendar year of 1931,  
compared to 1929—

*Baltimore is higher than  
any of the cities compared*

BALTIMORE

74.3%  
of 1929

43.5%  
of 1929

Average percentage  
of other eleven cities

#### Cities Compared:

NEW YORK  
PHILADELPHIA  
BOSTON

MILWAUKEE

BUFFALO  
CLEVELAND  
PITTSBURGH

CINCINNATI

DETROIT  
CHICAGO  
ST. LOUIS

On same basis of comparison, Baltimore is 20.6 per cent. above average in debits to individual account, and 13.7 per cent. above average in new automobile sales. ● Baltimore unemployment is at least 30 per cent. less.

Annual **DAILY (M & E) 288,552**

**Worcester, Massachusetts**

(New England's PER CAPITA income is more than \$200 per person greater than the country's average)

**DOMINANCE--In City Circulation****In the city of Worcester—**

**93% of all NEWSPAPER BUYERS** buy the **Telegram or Gazette.**

**85% of all FAMILIES** regularly, every day receiving in their homes any Worcester newspaper, receive the **Telegram or Gazette** in their homes six days every week.

A study of the city of Worcester by economic cross-sections shows how consistent is the preference for the **Telegram-Gazette** among all classes of readers.

**THE TELEGRAM-GAZETTE MAINTAINS EVERY-DAY, HOME-EFFECTIVE COVERAGE**

With 85% of all Worcester families owning Radios

With 81% of all Worcester families having Savings Accounts

With 84% of all Worcester families having Residence Telephones

With 95% of all Worcester families using Oil Heat

With 76% of all Worcester families owning their Homes

With 93% of all Worcester families owning Electric Refrigerators

With 83% of all Worcester families having local Charge Accounts

With 85% of all Worcester families owning an Automobile

Telegram-Gazette circulation leads in every section of the city; the Telegram and Gazette are the preferred newspapers of every class and group.

*Through these newspapers ALONE, the advertiser is assured an adequate, economical coverage of the entire Worcester Market, both city and suburban.*

**Average Net Paid Circulation for the Year 1931**  
**Over 105,000 DAILY Over 53,000 SUNDAY**

**THE TELEGRAM-GAZETTE****Worcester, Massachusetts****George F. Booth, Publisher**

**Paul Block and Associates, National Representatives**  
New York Boston Chicago Detroit Philadelphia San Francisco Los Angeles

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# No Salesmen — Much Advertising

Coca-Cola an Outstanding Example of Successful Merchandising

By Philip Palmer

[EDITORIAL NOTE: The story of the Coca-Cola Company has been related in *PRINTERS' INK* from time to time as the company introduced new practices and merchandising plans. In an analysis of the company which *Barron's* printed in a recent issue major attention was given to the merchandising activities of Coca-Cola. A portion of the *Barron's* article is reprinted below with special permission.]

IN 1886, a physician, Dr. J. S. Pemberton, experimenting with soft-drink ingredients in the kitchen of his home in Atlanta, Ga., prepared the beverage now called Coca-Cola. Early attempts to commercialize the drink met with scant success, and only twenty-five gallons of syrup were sold that year. Discouraged, Dr. Pemberton sold one-third of his interest for \$283.29, and control of the endeavor, after changing hands several times, finally was acquired by one Asa Candler in 1891. In the ensuing forty years, Coca-Cola has grown to be a corporation which sells almost 28,000,000 gallons of syrup annually in the United States and seventy-six foreign countries, and whose ownership is currently evaluated by the stock market at about \$250,000,000.

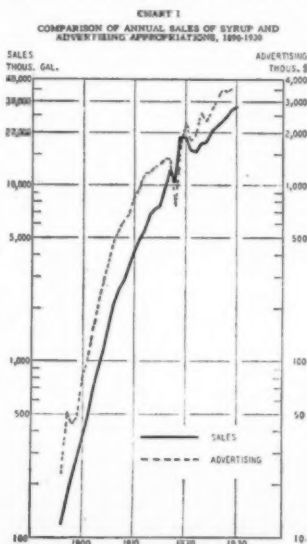
## Merchandising Was the Biggest Task

Mr. Candler, together with members of his family, controlled the company until 1919. Through their policies and endeavors, the business grew phenomenally. Manufacture being comparatively simple, emphasis was laid on merchandising. Not only was it necessary to push Coca-Cola itself but even the idea of a "delicious and refreshing" soft drink had to be sold both to the public and dealers. The success of these merchandising policies is shown in Chart I, depicting Coca-Cola Co.'s

sales of syrup in gallons since 1896, together with its annual advertising appropriations. In 1918, the down-trend of sales was the direct resultant of the sugar shortage. Recession of business in 1921-22 was caused by maladjustment of prices to bottlers and dealers, which discouraged them in pushing sales. This difficulty was solved by a system of sliding-scale contracts, and the phenomenal growth of the company's sales has continued through 1930.

## No Salesmen Policy Adopted in 1928

In 1928, Coca-Cola startled not only its own sales corps but also the merchandising world in general, by suddenly announcing that salesmen would no longer be employed. Henceforth the company's representatives were to be purely service men, who were to help the



retail dealer with business suggestions and in soda-fountain technique, but not actually to solicit new business or new orders.

With no salesmen, the Coca-Cola Co. relies upon advertising to sell its product. Chart I shows clearly that, as the advertising appropriation has increased, so have sales. Almost all the usual advertising media are used: Billboards, magazines and newspapers, counter and window displays, car cards, and, more recently, radio. Advertising is carefully correlated with sales policies.

#### ***Overcoming the Winter Sales Slump***

For example, the company has been trying to lessen the seasonal recession of sales during the winter months. To do this, winter advertisements, while not mentioning the season, emphasize the fact that Coca-Cola is refreshing in cold weather as well as in warm. To encourage attractive fountains, advertising has featured the Coca-Cola dispenser in spotless white. Recently, the company has done much radio advertising; its magazine advertisements, therefore, call attention to the radio program offered, and suggest drinking Coca-Cola while listening. Formerly, there was trouble in holding dispensers to a 5-cent price; so this price was nationally advertised, and the public did the rest.

In 1927, the Coca-Cola Co. made a complete survey of its market. From this, it learned that although the soft-drink market of the United States included nine out of ten people, not more than one-half of them could be considered Coca-Cola customers; also, that a minority of Coca-Cola customers provided a majority of its annual sales. To develop this potential demand, the company launched a campaign of institutional advertising designed to focus the public's attention on the Coca-Cola Co., its growth, extent of advertising, and wide distribution.

Advertising appropriations have maintained a fairly constant relationship to unit sales, even though in dollars, expenditures for that

purpose have jumped enormously. Selling and administrative expenses per gallon sold have remained practically unchanged; income deductions, consisting chiefly of interest and taxes, have shown a tendency to increase, with a mounting tax burden as the major cause. In this connection, it is well to state that records of certain items—advertising appropriations in 1930, and administrative and selling expenses in 1920, 1921, and 1923—have not been made public. Our estimates are based upon the best information available, and have been made primarily to complete the picture of the whole period.

The Coca-Cola Co. has steadfastly refused to broaden its line—does not even suggest the use of its syrup for any other purpose than the usual drink. Then, too, there are many articles which could be marketed through the company's outlets, but no such attempt has ever been made. The advantage of the single product is that marketing and advertising endeavors are all focused on the one article which the company knows how to sell. If one remembers how successful this policy of concentrated effort has proved for forty years, little doubt remains concerning its soundness.

#### ***How Trade-Mark Has Been Protected***

The greatest danger, of course, lies in competitive beverages. Since formation of the company, Coca-Cola has seen more than 1,100 trade-marked soft drinks come and go. Ordinarily the life of these competitive beverages has been about five years—two years of rising sales, then a like period of dwindling popularity, and, shortly thereafter, disappearance from the market. The company generally has been successful in hunting down and checking infringements on its trade-marked name. Many imitations of "Coca-Cola" have been tried, even "Afri-Cola" to cater to the negro trade. In 1921 the United States Supreme Court handed down a decision that Coca-Cola meant "a single thing from



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# PRINTERS CAN'T WORK MAGIC

**BUT  
PRINTING  
CAN!**

**I**t can sell your goods or your service. It can keep your name and your product before the public. It can reach out for new customers and keep your old ones in line. • Well, then . . . !

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**CHARLES FRANCIS PRESS ●**  
**PRINTING CRAFTS BUILDING**  
**61 EIGHTH AVENUE, NEW YORK**

single source," and since this ruling the company has been victorious in most prosecutions of imitative names and of dealers selling another product as Coca-Cola. A recent court decision, however, was adverse, reasoning that Coca-Cola was so well known to the public that another drink sold under another name, even though similar (in this case Roxa-Cola), could not constitute an infringement on Coca-Cola—the public would know the difference.

The company has built up so

its retail outlets, but, should any of them actively push competitive drinks, they would have the carefully built-up public demand against them; and, if the Coca-Cola Co.'s analyses of drug-store customers is correct, these outlets could hardly afford to abandon the sale of the beverage.

When compared with the disappointing showings of most companies during 1931, current earnings of the Coca-Cola Co. are encouraging, as shown in the nine months' reports:

	1931	1930	1929	1928
Gross .....	\$32,622,140	\$33,703,178	\$30,875,787	\$27,523,809
Operating income .....	13,637,496	13,665,259	12,990,120	10,519,738
Net before federal taxes ....	12,600,356	12,080,902	11,153,285	9,283,589

much public good-will by its extensive advertising program that no frankly competitive substitute soft drink could take the market from it without prolonged advertising, which would be so expensive as to be almost prohibitive. The company has the good-will of

These figures show that while gross during the first three-quarters of 1931 has been below that for the similar period of a year ago, operating income is about the same, and net is higher, reflecting improved margin of profit as well as smaller income deductions.

### Newspaper Group to Hold Annual Dinner

A committee has been appointed to arrange for the annual dinner of the Bureau of Advertising of the American Newspaper Publishers Association, which will be held in conjunction with the convention of the association in April. The dinner will be held at the Waldorf-Astoria Hotel, New York, which, in its new home, once more becomes the convention headquarters of the association.

William G. Chandler, of the Scripps-Howard Newspapers, has been appointed chairman of the dinner committee. Other members of the committee include: E. P. Adler, Davenport, Iowa Times; J. D. Barnum, Syracuse, N.Y., Post-Standard; E. S. Friendly, New York Sun; Roy C. Holliss, New York Daily News; A. L. Miller, Battle Creek, Mich., Enquirer & News; David B. Plum, Troy, N. Y., News, and Paul C. Siddall, Alliance, Ohio, Review.

### P. A. Broderick Appointed by "Retail Furniture Selling"

P. A. Broderick, for four years space buyer with Hanff-Metzer, Inc., New York, and at one time with the H. W. Kastor & Sons Company, Inc., in a similar position, has been appointed Eastern manager of Retail Furniture Selling, Chicago, and will open offices at 205 East 42nd Street, New York.

### General Outdoor Completes Deal with P. & H. Morton

The General Outdoor Advertising Company, according to B. W. Robbins, president, has disposed of its interests in Baltimore and for an area of twenty miles surrounding that city to the P. & H. Morton Advertising Company, Baltimore; and in turn has purchased all of the Morton advertising interests in and around Washington, D. C., which include Alexandria, Cumberland, Fredericksburg and Annapolis.

Negotiations have been completed with the Federal Commission, in charge of civic affairs in Washington, whereby General Outdoor will now be able to rebuild the old advertising structures in the business and industrial districts of Washington. For ten years operating conditions in Washington have been in litigation, but through the co-operation of General Outdoor representatives an ordinance has been drafted regulating the outdoor advertising situation in that city.

### Joins Thompson Agency at Toronto

Harrison B. Williams, for the last two years a member of the advertising staff of Maclean's Magazine, Toronto, has joined the office at that city of the J. Walter Thompson Company, Ltd., as an account executive. He has also formerly been with N. W. Ayer & Son, Inc.

Here's How Times Have  
Changed in PITTSBURGH

# FIRST in NATIONAL ROTOGRAVURE in 1931

The Pittsburgh Sun-Telegraph, in 1931, was one of the *\*two major city newspapers in the country* that showed a gain in this important classification of advertising.

Here's how times changed in Pittsburgh to make the Sun-Telegraph the leader in the field in 1931:

**SUN-TELEGRAPH** **\*\*GAINED** **36%**

**OTHER NEWSPAPER** **\*\*LOST** **39%**

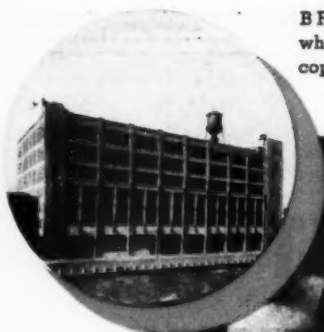
\*Authority, Gravure Service Corporation.

\*\*Based on figures by Media Records, with no alterations of any kind.

THE PITTSBURGH  
**SUN-TELEGRAPH**

NATIONALLY REPRESENTED BY  
**PAUL BLOCK AND ASSOCIATES**

**BROOKLYN Plant,**  
where more than 500,000  
copies are printed daily.



**NEWS BUILD-  
ING** on East  
42nd Street,  
home of The  
News since  
Feb. 1930.

**MANHATTAN garage,** which  
with a twin in Brooklyn,  
houses News rolling stock.



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## R. E.

A growing newspaper is like a growing family—the larger it gets, the more it needs. A handful of people in 1919 produced the baby News, ran it off on rented presses. A six story building at 25 Park Place was leased for twenty-one years, occupied in 1921, abandoned as hopelessly inadequate in 1930. A million circulation made more than one production point imperative, so the Brooklyn plant was built, and occupied in 1927. A growing truck fleet had to be housed, so rented space ran into two garages of our own, in Manhattan and Brooklyn. And in 1928, the News Building was started, occupied in 1930. Twelve years of growth occasioned the expenditure of more than a million dollars in rent, and the possession of twelve million dollars in real estate. Taxes and interest, which never bothered us while we camped out, are big items today; and we find it costs us more to live in our own buildings than in other people's . . . But despite an overhead that has broken all altitude records in the past three years, News rates have stood still, back where they were in 1928. And the News milline has dropped steadily, to its lowest point. So the largest circulation in America costs less than ever. Grow with a medium that grows in these times!

# THE NEWS

NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET • NEW YORK  
Tribune Tower, Chicago • Kohl Building, San Francisco

**MORE** women's wear advertising than "B. D." (before depression.) There are times when advertising lineage comparisons mean something. Also vice versa. But here is a record in brief that we believe contributes something of value to space buying knowledge in Detroit... the record of women's wear advertising. In order to make a sensible comparison it's necessary to step back to a normal period and far enough back to suggest a *trend*. In 1927 The Free Press carried 427,140 lines of women's wear advertising, or 11% of the total. In 1931 the lineage was 433,762, or *19.1% of the total*. A gain... in lines... and *73% in the percentage of advertising carried*. The first evening newspaper lost nearly half of its 1927 total—the second evening newspaper more than half of its 1927 total... compared to 1931. **THE**

**DETROIT FREE PRESS**

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# Advertising Mobilizes for Drive on Unemployment

8,000 Local Selling Organizations to Carry Out National Effort to Put a Million Men Back to Work

By Roy Dickinson

THE campaign of the Association of National Advertisers, the American Legion, the American Federation of Labor, the American Legion Auxiliary, and other co-operating organizations described previously in the January 14 and 21 issues of *PRINTERS' INK*, has now taken on the aspect of a national sales and advertising campaign. It ties in closely with the campaign against hoarding announced at Washington last week, of which Col. Frank Knox, publisher of the *Chicago Daily News*, is head. The United Action group, which has been at work for several months, has built both a national advertising department and a local sales force in most cities and towns.

## Every Phase of Advertising Repeated

Full-page advertising will appear in several hundred of the leading magazines of the country, telling readers that they can join a local committee and help in creating work on plans sent out from national headquarters. In the United Action group are representatives of almost every phase of advertising. Lee Bristol, president of the Association of National Advertisers, heads the advertising division.

The advertising agency section is headed by John Benson and Clarence Newell, president and chairman respectively of the American Association of Advertising Agencies.

Gilbert T. Hodges, president of the Advertising Federation of America, is actively interested in the movement and will urge local advertising clubs to join the work of their local committees.

The outdoor advertising industry, organized under the chairmanship of Kerwin Fulton, has the co-operation of 1,200 plant owners throughout the country.

Frederick E. Murphy, publisher of the *Minneapolis Tribune*, is chairman of the division of news which has been joined by 725 daily newspapers.

The division of radio organized with J. E. D. Benedict, vice-president of the Metropolitan Life Insurance Company, as chairman of the Eastern section, and Kellogg Patterson, of the Cincinnati *Times-Star*, as chairman of the Western section, has secured assistance from fifty-four national advertisers.

These advertisers have already agreed to assign to the organization thirty seconds out of their broadcasting periods on the air so that for the later messages of actual accomplishment in securing employment a tremendous radio audience will be built up. Plans already found successful in such cities as Muncie, Green Bay, Rochester and Cincinnati will be adopted by local committees where those methods appeal to them.

In other sections retailers, wholesalers and manufacturers will be asked to add one or more men to the pay-roll because 1,000,000 other possible employers are being asked to do the same thing at the same time.

## Impatient to Begin

Many of the local committees now organized in 8,000 communities, unable to wait for the "zero hour" as set by the United Action group which is 9 a. m. Monday, February 15, have already started their selling campaign.

As a result of the work of the local committee at Jerome, Ariz., the United Verde Mining Company has already placed an additional hundred men at work. From Waynesboro, Pa., the report comes that the first two contacts made by the local committee with employers

of labor resulted in the employment of forty additional men by the Funhouser Company of Charmian, Pa., and an additional seventy men on part time work by a company in Greenstone, Pa. From Port Henry, N. Y., the local committee reports that three firms have added a total of forty men.

From almost three hundred cities reports have been received in advance of the starting date that men are being hired by manufacturers or that deferred work is being brought to life by a house-to-house canvass.

Beginning with the formal launching of the drive on February 15, the general plan of the national advertising campaign will again be carried out. Just as salesmen report back to the home office on consumer reactions, buying habits and the like, upon which later copy is constructed, so daily reports of results secured will be wired from each local committee into national headquarters and there made public.

The thirty-second radio broadcasts contributed by advertisers will again be used reporting results and stating future plans.

#### **Each Individual a Contact Man**

The four sponsor organizations together with the group of affiliated organizations represent a combined membership of some 6,000,000 people. Each one of these individuals becomes a salesman or contact man. Back of the far flung sales force in every city and town stands the constructive forces of advertising, united to do the kind of a job such as speakers have often told them they might accomplish if they worked together.

The President of the United States has already asked forward-looking citizens in every community to join these local committees working for re-employment. Certainly the forces of advertising in every city and town have an opportunity now to show that the resourcefulness and ingenuity of advertising can do a big local job as well as a great national job.

#### **A. L. Salisbury with "Popular Mechanics"**

A. L. Salisbury, for the last two years with the Chicago staff of *The American Weekly*, has been appointed advertising director of *Popular Mechanics*, Chicago. Prior to his connection with *The American Weekly*, Mr. Salisbury was engaged in the advertising agency business for nearly twenty years. He was an executive of the Homer McKee Company and of Critchfield & Company.

William J. Kuecker, whom Mr. Salisbury succeeds as advertising director, has been promoted to business manager of *Popular Mechanics*. He has been with the magazine for the last twenty-four years.

#### **H. T. Ewald Gets His High School Diploma**

Henry T. Ewald, president of the Campbell-Ewald Company, Detroit advertising agency, has just received his high school diploma—twenty-eight years late. The presentation was made by Frank Cody, superintendent of schools of Detroit. Mr. Ewald left Central High School in the tenth grade to take a position with the Detroit & Cleveland Navigation Company. He started his advertising career by becoming advertising manager of that company.

#### **Knox Reeves with McCord Agency**

Knox Reeves, formerly advertising manager of The Minneapolis-Honeywell Regulator Company, Minneapolis, has become vice-president of The McCord Company, advertising agency of that city and St. Paul. He at one time headed his own advertising agency at St. Paul.

#### **C. E. Hooper Joins Daniel Starch**

C. E. Hooper, for several years with Doremus & Company, advertising agency, as an account executive, has joined Daniel Starch, New York, consultant in commercial research. Mr. Hooper will be in charge of development of marketing services.

#### **J. F. Lux Advanced by Joliet, Ill., "Herald-News"**

John F. Lux, for the last eleven years city editor of the Joliet, Ill., *Herald-News*, has been made business manager of that paper. He succeeds Edward Corlett, who has resigned.

#### **Joins Fort Worth Agency**

A. C. Shoemaker, formerly manager of the Fort Worth office of the Dictaphone Corporation, has joined the sales staff of Albert Evans, Inc., advertising agency of that city.



# Plodder Supplants Star

The Hypnotic Eye and the Rush Approach Give Way to Shoe Leather

As Told to Ralph Crothers

By Howard Dexter

Sales Manager, Petroleum Heat & Power Company

**P**RESENT economic conditions bring forth once more the value of shoe leather as a sales aid.

The rollicking tongue and hypnotic eye of a few years ago are not half so effective in getting business now as plugging eight hours a day with one extra call after the day's work is done. Shoe leather, using legs to get to places, time spent in the presence of the prospect—these are the things which the present time calls for.

The emotional element in selling has become greatly subdued, and the spellbinding star salesman of a few years ago can actually produce no more orders now than can the persistent plodder. As a matter of fact, many high-salaried salesmen have been unable to change their methods to conform with present requirements, and as a result they have joined the ranks of the "has-beens."

New economic conditions have taken the glamour out of selling in all fields and the swashbuckling sales knights have stepped off the stage. The sales charts of many organizations last year have shown that even the most diverse type of salesmen run neck and neck. Comparatively few salesmen are able to get a big lead on other salesmen who really work because there are not many lazy ones to kick off. This means that orders are hard to get but that they can be obtained by men who apply themselves diligently to their jobs.

## Big Reward for the Plodder

Intelligence and brains are needed more today in selling than ever before, for buyers are quick to detect the fallacies in rapid-fire sales talks. But there is a big reward for the plodder who sincerely believes in the proposition he is selling. A greater desire to serve the buyer, more brains,

more shoe leather, more calls, more interviews, are required for a man to meet his sales quota under present conditions. Arguments must be more subtle, tempered to meet the mental attitude of people holding tightly to their purse strings. It takes a clear, analytical mind to sell effectively in a reluctant market such as we now have.

The clear selling mind doesn't use desk thumping as a substitute for concise, brief and well conceived suggestions, thought out from the buyer's point of view.

## Grand Gestures Don't Get Orders

No one is inclined to give an order because a man with an impressive front, a sweeping manner and grand gestures needs it badly.

Everybody needs business, but the man who is getting it is the one who makes calls, spends most of his time getting to and talking briefly to his prospect, then going on to the next place.

It seems that the day is past when a salesman could with one all embracing, hypnotic or high-pressure interview get the name on the dotted line, "break down sales resistance" with a one-time, mass attack, overwhelm his hearer with statistics and arguments and go away with the big orders.

The patient plodding plugger was once looked down upon by the important, high-pressure star who hit the high spots and was too busy with important business to do the persistent call-after-call work which is what produces business in a market like this present one.

It takes several calls to build the confidence and desire that produces sales these days. Therefore the plugger has come into his own. If these sound like didactic statements let me add that we have

made a careful analysis of a group of salesmen all of whom are average or above in actual sales results. We found that last year these above-the-average salesmen made forty-nine calls, and thirty-two interviews for every oil burner sold. That was an average per man of five calls and three interviews in every working day of the year.

A tremendous amount of work,

you say. You may be right, but ask these men and you will find no complaint—for in a year in which most of their friends and business acquaintances have continually bewailed their predicament and poor business, these boys sold more burners than in any previous year—made more money—and are now bent on doing still better in this New Year of 1932—all convinced it can be done.

## Identification—and More

IN this day and age it is interesting to find that even so unutilitarian an item as a mark of identification can be made to do more than merely sit placidly by and identify the product to which it is attached. The American Wire Fabrics Corporation, a subsidiary of the Wickwire Spencer Steel Company, has accomplished that feat in developing a new means of identification for its Gold Strand insect screen cloth.

Formerly each roll of Gold Strand insect screen cloth was marked by means of a golden thread, woven into the fabric, and running through the selvage for the length of the roll. The new mark which the company has instituted retains the principle of the golden thread and, at the same time, has the advantage of being

of practical value to the dealer who handles the cloth. The new strand, which is merely rolled into each roll of cloth, is a flat piece of tape which is marked off as a measure, in feet and inches, up to 100 feet, the length of each roll of screen cloth.

The tape is golden in color and still identifies the material in the eyes of the customer. In addition, it may be used by the dealer to measure the cloth to be cut off when he makes a sale. The tape is so inserted that it reads from 100 feet down as the cloth is unrolled. In making his sale the dealer unrolls the cloth to the point desired and cuts both the cloth and the tape. He may then use the tape, in its third utilitarian role, as a piece of cord with which to tie up the bundle.

## Enthusiasm

**"BEECH-NUT** Chocolate Flavored Drops. The only handy pocket package of chocolate candy on the market."

"Pepperell Peeress is the finest cotton sheet made."

"The ideal form of yeast, the richest known natural food source of the Vitamin B complex, is Yeast Foam Tablets."

"Most convenient, sensible Planting Guide ever published." [Green's Nursery Catalog.]

"It [Pond's Skin Freshener] is indispensable in home treatment of minor skin ills such as enlarged pores, sallowness, blackheads and blemishes."

"At last the *perfect* shoe for Baby's First Steps." [Dr. Posner's Shoes.]

"Does more things *better* and *easier* than any other food mixer made." [Mixmaster.]

"Cream of Rice. The easiest of all cereals to digest and assimilate."

# Vibrant Industry

The 67 manufacturing establishments of Phoenix, Arizona, add to the substantial prosperity that is stabilized by a "panic proof" background of diversified agriculture.

The total yearly payroll of \$33,319,440 makes this market one of national prominence!

Advertisers may now reach every newspaper reader in Phoenix and the metropolitan area at a saving of 12 or 21 per cent through the use of the

**PHOENIX REPUBLIC AND GAZETTE**

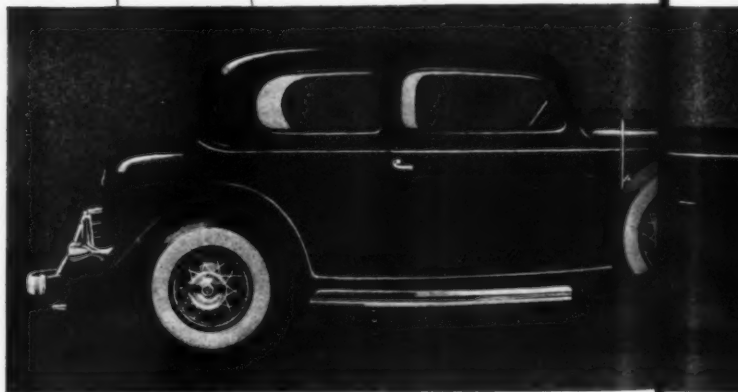
PHOENIX, ARIZONA

Represented Nationally by Williams, Lawrence & Cremer Co.



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year to Good Housekeeping. year will



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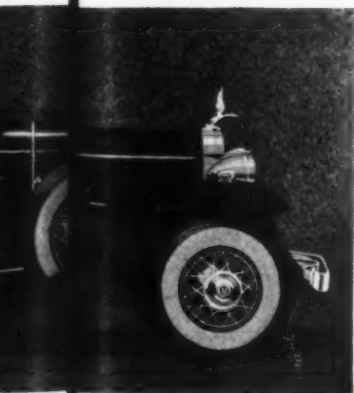
# THOMAN MARKET IS AN MARKET, TOO

RS who 32, car manufacturers are di-  
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other woman's magazine. It will  
be a leader in automobile adver-  
tising in the entire magazine field.

In GOOD HOUSEKEEPING'S market  
of 1,850,000 homemaking women  
are concentrated progressive wives  
who interest and inspire their hus-  
bands to buy cars, build homes,  
purchase radios, go on tours, furnish  
and renovate dwellings, install new  
heating plants, develop gardens or  
select schools.

Purchases by GOOD HOUSEKEEP-  
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ing of new merchandise by others  
who look to them for leadership.



# HOUSEKEEPING

EVERYWOMAN'S MAGAZINE

## "Silver" Strand Not Registrable Over Opposition of "Red"

Court Reverses Commissioner of Patents in Case of A. Leschen & Sons Rope Co. vs. American Steel & Wire Co. of New Jersey

**A. LESCHEN & SONS ROPE COMPANY**, which for some forty-seven years is said to have used a red strand woven in its wire rope as a trade-mark to distinguish rope which is a grade higher than the ordinary run, has again been upheld in its opposition to registration of a different colored strand by a competitor.

The Court of Customs and Patent Appeals has ruled in favor of Leschen, by reversing the decision of the Commissioner of Patents in a trade-mark opposition proceeding in which the Commissioner had previously reversed the decision of the Examiner of Interferences and held that he erred in sustaining the opposition and in adjudging that the applicant was not entitled to register.

The applicant, in the case before the Commissioner, was the American Steel & Wire Co. of New Jersey, which sought to register a silver strand "incorporated in the rope during its manufacture" and alleged use of the same since March 14, 1922.

The decision of the Court—reversing the Commissioner's decision which would have given American Steel & Wire the right to register its silver strand over the opposition of Leschen as owner of the red strand trade-mark—was written by Judge Bland, who says, in part:

"Upon this record there is some little confusion as to what kind of mark opposer (Leschen) relies upon. In its 'Grounds of Opposition' it seems to rely upon a mark consisting of 'a helical band of, distinctive color applied thereto, such mark being usually applied by pointing one of the strands of said rope.' It does not definitely set up its registered trade-mark which is described in one of the decisions, hereinafter referred to, in the following language: 'Trade-mark consisting of a red or other

distinctively colored streak applied to or woven in a wire rope.'

"The color of the streak may be varied at will, so long as it is distinctive from the color and body of the rope. The essential feature of the trade-mark is the streak of distinctive color produced in or applied to a wire rope. This mark is usually applied by painting one strand of the wire rope a distinctive color, usually red."

Further Judge Bland said: "The Commissioner concluded that a silver strand trade-mark would distinguish the goods of one from the goods of another using a red strand trade-mark where the only difference in the marks was color, and that the first part of section 5 of the Trade-Mark Act, supra, providing that 'no mark by which the goods of the owner of the mark may be distinguished from other goods of the same class shall be refused registration (etc.),' required a registration under such circumstances."

Countering this argument, Judge Bland called attention to the second proviso of section 5, saying, "By construing the two provisions together, registration is required only when the mark sought to be registered so distinguishes the goods of the owner from the goods of the other that confusion is unlikely. . . . Since color alone in the mark is the only distinguishing feature, we think that the probability of confusion is great. . . . It seems clear that before one trade-mark can be registered over the opposition of the owner of another for use on goods of the same descriptive properties, the applicant's mark must show dissimilarity other than color.

"It may be pointed out that the trade-marks of both appellant and appellee are not such as are only distinguishable by color, that is to say that the color is arranged in a particular way."

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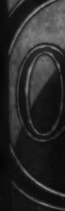
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Cosmopolitan

this Issue

*The Grand Duchess Marie*

Edna Ferber

Louis Bromfield

Harold Bell Wright

Miss Streeter Aldrich

Clayton Kopp

Max Beach

Robert B. Kyne



**T**HE magazine reader and the baseball fan alike thrive on the anticipation—revel in fulfillment. Though the Babe may sometimes fail to hit one over the fence, *Cosmopolitan's* pages always deliver as heart-stirring fiction or mind-filling fact as

Turn  
quickly  
to page 4  
*and read about the*  
New Novel



## Pearl Buck

"THE  
GOOD EARTH"  
(*best seller*  
*of 1931*)

*Her brilliant  
new novel*

**"SONS"**  
*begins in*

APRIL  
Cosmopolitan  
*Don't miss it!*

Hearts International  
*Contents of* **Cosmopolitan** *for March,*  
Published by H. J. Heinz Co., Pittsburgh, Pa. **1932**

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Cover Design *by Harrison Fisher*

Published monthly by INTERNATIONAL MAGAZINE COMPANY, INC., 57th St. at Eighth Avenue, New York City.  
 WILLIAM RANDOLPH HEARST, THOMAS J. WHITE, JOHN RANDOLPH HEARST, ALFRED W. CLARK, ARTHUR B. MOORE.

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arrive on the great names on the table of contents promise. The ten fea-  
y some- tures in the March issue were chosen to meet the requirements  
s pages of today's conditions. Among them, all men and all women will  
fact as find many things of interest.

# I saw Hitler!

"When I walked into Adolf Hitler's  
salon, I was convinced that I was meeting the  
future dictator of Germany. In less than fifty  
seconds I was sure I was not. It took just that  
time to measure the startling insignificance of  
this man who has set the world agog."

By Dorothy Thompson



(Hitler is visible.)

**F**OR EIGHT years I have been trying to see Adolf Hitler. The first time I looked for him in the house of an American woman, married and naturalized in Germany: Frau Hanfstaengl. That was in 1923, and Hitler, foiled in his attempt with von Ludendorff to make a military coup d'état against the republic, was in flight. Frau Hanfstaengl, who had a house in Murnau, in the Alps, had given him refuge. But I failed to meet Hitler at her house—he had taken shelter elsewhere.

After that Mr. Hitler "sat" for a few months. As I recall it, he got a fifteen-year sentence. But assassination and conspiracy have been cheap in Germany during the past twelve years. He was out in a short time.

Out, but somehow a changed man. Gone "legal." No longer was there to be a march on Berlin. The people were to "awaken" and Hitler's movement was going to win revolution in! In itself a fascinating idea. Imagine a would-be dictator setting out to persuade a sovereign people to vote away their rights.

If the republic had been differently founded, if it hadn't been born under the unkindest of stars, such a program would have been mad. But the republic was born in defeat, at the instigation of foreigners; it pursued its course under a series of humiliations. And Hitler and his crowd made even victories sound like humiliations. Stresemann will live large in history because of the Treaty of Locarno, but Hitler painted him to the masses simply as a traitor.

And during these years I tried, now and then, to see him. He was lofty and remote from all foreigners. Germany for the Germans! Sour to Americans, the dollar-chasers, the moneygrubbers, the profiteers. Hitler the incorruptible had time only for his own. American reporters could cool their heels on the doorstep.

But in the Year of Our Crisis 1931, things changed. There have been chamber conferences with foreigners—with Mussolini, with Rothemann. (Hitler once called him a "Jewish newspaper baron," but that was in the days of the twelve followers, not of the twelve million.) Hitler is coming into power. . . . Now he is prepared to address the world. And so he granted me an interview. There was a lot of business connected with the preparations. I must present only three questions, written out twenty-four hours beforehand. No trickery allowed. There must be time to weigh the answers.

So I wrote these three:

(1) When you come to power, as I take it you will, what will you do for the working masses of Germany?

(2) When you come to power will you abolish the constitution of the German Republic?

(3) What will you do for international disarmament, and how will you handle France?

I said "when you come to power," because it seems to be a universal opinion that Adolf Hitler will "come to power" in Germany, one way or another, in the next few months.

Before we go on with the interview, a few facts about this man's sensational career.

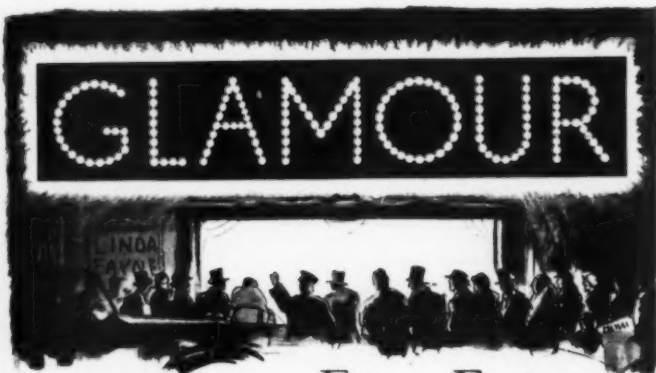
Chapter One: 1919. Bolshevism in Munich. Ernst Toller, the playwright, author of "Mao and Man" (performed in New York by the Theater Guild), and Kurt Eisner have assisted in founding a Soviet government in Bavaria. Adolf Hitler, a lance corporal, with other men from the returned army, fights the movement. Eisner is assassinated; Toller incarcerated. Hitler is employed by the army to address the troops and help keep up morale. He discovers his oratorical gifts and decides to go in for politics.

Chapter Two: 1918. The back room of a Munich beer saloon. Six men sit about a table discussing the future. The country is full of political parties and they, too, decide to found one: the German Workers' Party. They sit, and are without leadership and without a program. Hitler joins them. Number seven. He himself poses the number, regarding it as a portent. For already he feels himself to be a Man of Destiny. He is right. Without him they would be sitting there yet.

Chapter Three: 1925. The Paulsch in Bavaria. Von Ludendorff has joined the movement. Hitler and Ludendorff conspire with the Bavarian premier, von Kahr, to capture Bavaria in a movement against the German Republic and from Bavaria to conquer the Reich. Hitler wants a bloodless revolution, and for that he needs the support of the authorities. Kahr hesitates and hays. Also Kahr is a monarchist, and he plays with the idea of a restoration of the Bavarian Wittelsbach dynasty. So Hitler reads monarchism into the party program. Whether or not Hitler is still a monarchist is not certain, but today a son of the Kaiser plays an active part in his movement.

But when Kahr finds that the republic is not so helpless as it seemed, he backs down. The *Hakenkreuz* banners being carried through the streets by Hitler troops are met with machine-gun fire. Seventeen persons are killed. Some hundred, including women and

**G**REAT short stories are expected in Cosmopolitan. Not to read find them in each issue and in greater number than in any 1,550 other magazine would be as unthinkable as a resort ad without glamour. Here is one from the March issue that you wrote



By Edna Ferber

**O**F ALL WORDS in the English (or any other) language, Linda Payne most hated the word glamorous. Yet invariably the newspapers coupled her name with this shopworn adjective. That glamorous actress, Linda Payne, they said. Photographs in the magazines showed her glamorous apartment—triplex, with balcony overhanging the East River—and Miss Payne herself seated therein, attired in glamorous velvet. At her feet was a dog so overbred that all its points seemed out of drawing; lining her walls were books richly dark and oily of binding, picked out with gold tooling that gleamed like the dentistry in a Negro's mouth.

She was, perhaps, the only actress in America for whom a line nightly waited outside the stage door after her performance, just as people used to do in the simple and sentimental '90's, long before her day. All this may have been due, partly at least, to the fact that Miss Payne, unlike her contemporaries, never dined in popular restaurants, did not avail herself of the pleasant sociability of the red-plush speak-easies, and hated shopping on Fifth, Madison, or any other avenue.

When her Public wanted to see her it had to pay admission or stand out in the cold. It knew her, therefore, through her stage characters, through the newspapers and her publicity department. It was not aware that she liked to dress in old sweaters, easy shoes and battered berets; that she worked like a truck horse and practically never had time to sit in that book-lined room overlooking the river, except when she was having photographs done for publicity in her next production.

Sometimes, haggard and spent after a three-matinee week following the merry Yuletide, she would say, as she sipped her midnight cocoa or hot milk, her lean and weary body wrapped in an old flannel dressing gown, "Glamorous, eh!" But she was not bitter about it.

For the past three weeks she had been playing the usual six nights a week and two matinees in "Parade," which was closing, while rehearsing daily in "Cadoogan Square," due to open in Cleveland the following Wednesday. This pleasing state of affairs was enhanced by four hours' sleep a night and an obsession that she would never be able to play the part.

Linda Payne lay now asleep, alone, in her bed. It was seven o'clock. The unlovely light of a New York January morning spread its clay-colored pallor over her

face. The farther window was open on the river, the curtain not quite drawn. A gray day, and the river flowing sluggishly by was gray, too, and icy thick.

One of the sleeper's long arms was flung outside the coverlet, and the hand was clenched, instead of normally relaxed in sleep. A strange hand to be attached to the lovely body of the glamorous Linda Payne. Yet not so strange, perhaps, for it was the nervous, lean, big-knuckled hand of the intelligent and masterful woman.

Like most very successful actresses, Miss Payne was not beautiful. That is, she possessed few of the attributes which the adolescent taste of America usually demands of its beauties. She had a broad, free brow, eyes set well apart and slightly protuberant, high cheek bones, and a wide scarlet mouth like a venomous flower. The effect of all this was arresting—even startling. So her great following, baffled by this mask which gave the effect of beauty without actually being beautiful, fell back on the trite word, glamorous, and clung to it.

**L**INDA AWOKES now, not drowsily, deliciously, as one who has been deep sunk in refreshing slumber, but suddenly, with a look very like terror on her face, as though she had yielded unwillingly to sleep and reentered the hours spent in its embrace. The instant she awoke her hand reached quickly under her pillow and brought forth a scuffed and dog-eared booklet, crudely bound in heavy yellow paper and fastened with clips. Tapped on the cover were the words "CADOOGAN SQUARE."

It contained the seventy-three typewritten sheets of the enormous and overpowering part in the new play now in rehearsal, her own speeches typed in black, her cues typed in red. Any actor will tell you that if you place the script of your new part under your pillow at night the good fairies will help fix it in your memory while you sleep; and that lines committed late at night will stay with you when you awake next morning.

In the gray light of the early January morning she peered at the typewritten pages. She began to mouth words in an undertone. She passed one tense flat palm over her forehead and hair as she crouched over the book, while with the other hand she covered the black-typed lines of her speeches, leaving exposed only the

Not to read and like—and that will be read as avidly in more than  
 an in any 1,550,000 other families—for it's genuine and it's built around a  
 without glamorous figure, a character that appeals to all of us, and it's  
 at you written by one of the world's great artists.



*«Linda Fayne's Public know her through her stage characters, the newspapers and her publicity department. It was not aware that she liked to dress in old sweaters, easy shoes and battered boots.*

red-talked lines of her cues; and so on, down the page, and over to the next page, absorbed, shadowy in the half-light.

Her cues she mumbled in an undertone, her own speeches she uttered more clearly, but she rocked her body to and fro in the effort of bringing the words forth from her memory, and the whole effect was strangely that of a woman in the agonies of parturition.

—Then I'd better be off! No, stay here, I can't see him. I don't feel up to it. I can't.

—told me yesterday— I know. I know. But I really don't feel that I can see him now.

—showed him into the library, miss.

But I—I'm much rather not see him.

—romantic-looking and quite the dandy.

Is—is my hair tidy?

She got gingerly out of bed now, shivering a little, closed the window, tied the cord of her pajama trousers a little tighter, and began her morning exercises.

## 24 Hours in the Life of a Great Actress

Usually she stopped these horrors altogether during rehearsal weeks, but yesterday she had noticed the suspicion of a roll about the waistline.

She marched across the room with a shattering form of locomotion a good deal like the goose step, except that her knees, right, left, right, left, were brought sharply up to her chin as she marched. The typewritten booklet was propped against her pillow, open, and each time, as she passed it, she peered at it and mumbled as she peered and marched as she mumbled.

—at last! At last! I—I've had to put off the pleasure of seeing you much longer than I wished.

—looked down on me often before. No, really!

—top of the wardrobe, and—

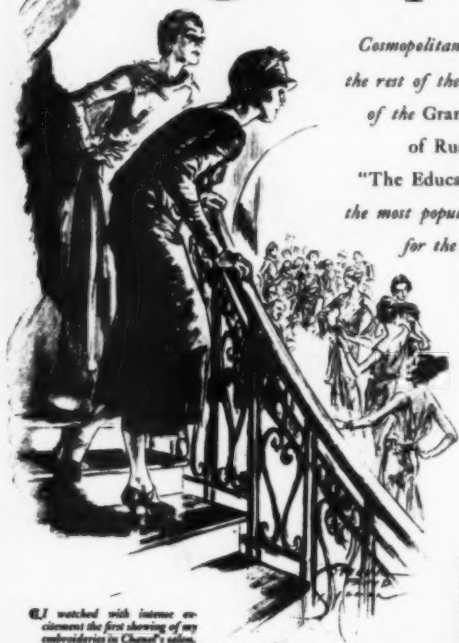
An outsider, chancing upon her thus physically and orally engaged, would have put her down at once as a lunatic. Yet these were stern antics, and the

CINDERELLA stepped from a cottage to a palace—with the Grand Duchess Marie the old story was reversed. How a royal princess, accustomed to the ease and luxury of life in high places, successfully remade her life and found a career for herself

# The Occupation

*Cosmopolitan begins on this page  
the rest of the Famous Life Story  
of the Grand Duchess Marie  
of Russia, begun in  
"The Education of a Princess,"  
the most popular book in America  
for the past two years*

*A new installment  
of this dazzling  
Autobiography  
will appear  
each month*



*U watched with intense excitement the first showing of my embroidery in Czar's salon.*

THE Grand Duchess Marie, a cousin of the last Czar, found herself together with other members of the Imperial family uprooted from her country when revolution following upon the war swept away the old Romanoff dynasty. It was the end of Imperial Russia. The Grand Duchess' life, until she escaped from Russia at the age of twenty-eight, in no way had prepared her to cope with the world she found outside. In addition to a sheltered childhood and an education such as princesses receive, her early years were marked by emotional deprivation by the death of her mother, and the banishment of her father because of hismorganatic second marriage.

In her remarkable book, "The Education of a Princess," EARLY life was described, as well as her own loveless marriage to Prince William of Sweden; her divorce; her brother Dmitri's part in the assassination of Rasputin; her activities during the war; the downfall of the empire; her second marriage to Prince Sergei Fiodorovich; her father's imprisonment; her flight with her husband from Petrograd and eventual escape from Russia.

64

tailed the fulfillment of most of her aspirations. In the present chapter she enters upon that period of her exile when she, a grand duchess by birth and breeding, found herself facing the problem of making a living by her own hands.

MY THIRTEEN years of exile, since I escaped from Russia in November, 1918, can be divided into three definite periods. The first one lasted for approximately three years, and was a state that could be compared, I imagine, to sleepwalking. My step seemed steady enough but my eyes were still closed. Conditions had changed altogether, whereas the surroundings remained similar to those of the past.

We went to the same places as before, did the same things; with few exceptions people acted toward us as they had always done, but their attitude, nevertheless,

Her story since the close of that book has included the story of her father's arrest, imprisonment, and final execution by the Bolsheviks; the reunion with her brother Dmitri; the death of the child of her second marriage, and her efforts to adjust herself to a world not only new to her but reshaped by the war.

Today, she is living in New York, where to her liking she has attained the fulfillment of most of her aspirations. In the present chapter she enters upon that period of her exile when she, a grand duchess by birth and breeding, found herself facing the problem of making a living by her own hands.

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with the is an impressive narrative. ¶ The thousands of people who were  
 ¶ How thrilled by the "Education of a Princess" will be equally absorbed  
 in high by the story of her "Occupation," which will occupy an impor-  
 herself tant place in Cosmopolitan during the coming months.

# of a Princess



By  
 The Grand Duchess  
 Marie

was but a formula of cour-  
 tesy, a game which they played  
 with us and which we were re-  
 lieved to take at its face value. The  
 slightest unfriendly or brusque gesture, however, would  
 have been sufficient to wreck this edifice of cards.

Nothing had the power to shock or surprise us. The  
 only real things to me were my personal bereavements.  
 The disturbing incidents and impressions of the new  
 existence registered superficially or not at all. Towards  
 the end of these first years I began to realize that the  
 ice I was walking on was very thin indeed, and gradu-  
 ally I became conscious of the abyss on every side.

The second period, which then began, was destined  
 to last longer—the period of awakening, of slow revalua-  
 tion, of strong mental reactions, of learning. Few strug-  
 gles had marked the first period, but now the years were  
 to be full of them—violent contrasts, temporary attain-  
 ments, cruel defeats, hopes and bitter disappointments,  
 the shattering of old beliefs and the gradual building up  
 of a new, independent and personal world. It was to be  
 a time of reckless enterprises undertaken in complete  
 ignorance of human nature, of the requirements of  
 everyday life, of my own capacities. It was a period, in  
 fact, from which I emerged at the end of six years a  
 morally battered, materially destitute and completely  
 remodeled human being.

The third period, the one I entered upon after leav-  
 ing France in 1888, has been totally different from the

other two. It found me looking  
 squarely at life. But it is too early to  
 speak of that time. Now I am dealing with  
 the second period when, after we had spent a  
 year in London, my husband and I went to live in Paris.  
 It was then that the real struggle started.

In 1881, the first spectacular—to some, even romantic  
 —stage of our exile had come to an end and the interest  
 we had created and attracted at the beginning was on  
 the wane. There were too many of us Russian refugees,  
 and people began to take us as a matter of course. Al-  
 though we ourselves did not realize it, life was claiming  
 its rights.

My brother Dmitri followed us to Paris from London.  
 He settled down at first in a small two-room apartment  
 not far from mine. Now he was obliged to look for a  
 job, as his resources were coming to an end. He had  
 gone through about the same financial experiences that  
 I had. I sold jewels; he possessed a small income, and  
 both of us distributed the money right and left, besides  
 being exploited and persuaded by friends as unbusi-  
 nesslike as ourselves to invest in unprofitable enterprises.

I worried over him so much that as a result he tried to  
 conceal from me his real financial situation.  
 I did not see much of him during the first years in  
 Paris. Our interests were different at the moment;  
 besides, he kept away from us, not caring for the peo-  
 ple surrounding us. If I wanted to see him I walked  
 over to his apartment in the morning and kept him

**F**OR 46 years Cosmopolitan has been satisfactorily matching its title page against the reading desires of millions of families. And advertisers have been placing their wares in the Cosmopolitan show window for inspection, approval and purchase by these same intelligent families.

Today the distinct value of Cosmopolitan to advertisers is more pronounced than ever. For by all measures and tests, the Cosmopolitan type of reader stands out as an active buyer of quality merchandise.

In Pittsburgh, the R. L. Polk Co. 1931 Consumer Survey, an exhaustive study into the habits and manner of living of 115,000 families, showed that Cosmopolitan readers, in comparison with all magazine reading families,

BUY HIGHER PRICED  
women's dresses

BUY HIGHER PRICED  
men's suits

BUY HIGHER PRICED  
automobiles

BUY MORE  
electric refrigerators

BUY MORE  
cars (in all classes)

BUY MORE  
radios

In advertising value as well as editorial content, therefore Cosmopolitan is

"Greater Today Than Yesterday;  
Greater Tomorrow Than Today

*Hearst's International*  
*combined with*  
**Cosmopolitan**

57th STREET at 8th AVENUE, NEW YORK

The Class Magazine with more than a Million and a Half Circulation



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# Pruning Poor Prospects from the Mailing List

It Isn't Advisable to Cut Too Severely Merely Because Buying Has Been Curtailed

FRANK ADAM ELECTRIC CO.  
ST. LOUIS, MO.

## Editor of PRINTERS' INK:

Some time ago, you ran an article regarding request cards that were sent out by various manufacturers, in an effort to keep their mailing lists not only up to date, but also confined to the individuals or companies who would be interested in receiving their literature.

A similar condition now confronts us and, if possible, I would like to have any information that you have available regarding the wording of such cards, i.e., to convey to the prospect the thought that we want him to have our literature if it will be of value to him and at the same time that he would not want to receive it unless he felt the same way about it.

ARTHUR KOEHLER,  
Assistant Sales Manager.

**I**N the preparation and upkeep of mailing lists, there are two major factors to consider: First, continual care should be exercised to keep lists up to date. Second, all deadwood and illogical prospects should be eliminated periodically.

One way to weed out the list is the plan of writing letters, such as Mr. Koehler mentions. There is no standard form suitable for the needs of every company. Consideration should be given to each individual case—the type of product being sold, the kind of prospects and how the list was compiled.

Because of curtailed buying it may be advisable to prune the mailing list. But the names of prospects should not be dropped from the list entirely. Rather, there should be built a new list of prospects that are in a position to buy and who should be kept informed regarding new products, services, etc.

It is frequently a mistake to drop the poor prospect names from the list. These names should be retained on a drumming or secondary list. Prospects receiving letters asking if they wish to continue having advertising literature sent them very often voice this

reply: "Take us off your mailing list. We are not buying anything right now and we don't expect to for another six months. When we want you to put us back on your mailing list we will write you and tell you so."

In writing a letter asking prospects to eliminate themselves, the tone should be friendly. The offer to keep the prospect on the mailing list should be made so that it is very easy for him to say, "yes." Such letters usually point out that advertising literature has been sent out for several months and that it will be appreciated if the recipient will indicate on an enclosed card whether or not he is interested in receiving additional material from time to time. The cards are in most cases C. O. D. business reply cards.

Large mail-order houses do not bother to send out letters of this sort. Instead, all prospects are eliminated from the mailing list if they have not bought merchandise within a year. If they have bought, they are sent new catalogs regularly, until they cease buying.

## Results Increased 900 Per Cent

Last October at the Direct Mail Advertising Association's convention, Lambert J. Wischerath, advertising manager of the Buffalo Foundry and Machinery Company and Sumet Corporation, gave his experience in cutting down on his mailing list. His appropriation was reduced one-half by sticking to a program aiming at fundamental results. This policy led to increasing measurable results by 900 per cent. The first steps call for the elimination of suspects from the mailing list and the substitution of prospects.

Instead of merely sending out literature, Mr. Wischerath explained, letters were sent to prospects

informing them that a book was ready for mailing and that, while the supply was limited, a copy might be had by dropping the advertiser the enclosed card. A postscript in the letter asked the prospect to tell what problems particularly interested him. If the postscript invitation was acted upon, the inquiry was answered with a letter explaining that the engineering department was studying the matter and assembling information. This plan built up an excellent list of live prospects.

At the present time the International Nickel Company is revising the mailing list for "The Inco Magazine," published quarterly. This revision is being done by the use of letters. These letters might be adapted for revising mailing lists of prospects. Here is the second letter mailed to 5,863 names and which has brought in a total of 2,331 replies to date:

Dear Reader:

The Inco magazine has been coming to you for some time. It has been designed to interest you in the possibilities of Monel Metal and Nickel with the hope that you would find the opportunity of using these metals to advantage.

Frankly, it is not an inexpensive publication and we want to feel that we are justified in sending it to you.

Please understand—if you find Inco helpful, we want to keep on sending it to you. But if you don't read it—have not the time or feel that it does not apply to your business—we will appreciate your telling us so.

Will you check the enclosed card telling us whether you want us to continue sending Inco or if we should remove your name from the list?

Attached to this letter was a C. O. D. reply card with spaces where the recipient could mark either "yes" or "no." Additional space was given starting, "We manufacture" and then several lines were printed. It was suggested at the bottom of the card that the prospects use the above space for any comments or questions on Monel Metal or Nickel. These cards brought in some interesting questions and comments.

A few months ago the Coca-Cola Company wanted to revise its mailing list for its house magazine, "The Red Barrel." In order to do so, a four-page illustrated

letter was prepared which read as follows:

Twenty thousand copies per month has always been the maximum circulation allowed for "The Red Barrel." The limit was arbitrarily set when the magazine was established.

Because of the hundreds of requests received from many sources, however, we have found that our mailing list now includes 21,000 names. So that we propose to eliminate at least 1,000 from the list.

At the same time we hope we can continue to send "The Red Barrel" to every one who feels that its articles—written exclusively for our magazine—are of timely and helpful merchandising aid.

So that if you want "The Red Barrel"—if you read and enjoy it every month, won't you fill out the enclosed postal card and mail it today? Space is provided if you desire to comment in any way on our publication. We would welcome a letter if you wish to extend your remarks on the points listed.

Your co-operation will enable us to make a complete and efficient job of this checking in a single operation.

And we promise you that the same high type of articles—some of which are portrayed on the next pages—will be maintained.

The inside pages of this letter contained reproductions of articles that had appeared in "The Red Barrel" during the current year. A business reply card was used also.—[Ed. PRINTERS' INK.]

### Food Distributors to Meet

The 1932 convention of the National Food Distributors' Association will be held at the Sherman Hotel, Chicago, August 15, 16 and 17. Because of the growing demand for closer connections in the East, the association has opened an office at 1817 Widener Building, Philadelphia, under the supervision of Carl H. Behle, chairman of the board of directors of the group.

### J. J. Daniels with "Magazine of Wall Street"

John J. Daniels, for several years sales promotion manager of the Babson Statistical Organization, Wellesley Hills, Mass., has joined *The Magazine of Wall Street*, New York, as director of sales and advertising of The Investment Management Service.

### Magnavox Appoints Fort Wayne Agency

The Magnavox Company, Ltd., has appointed Bonsib, Inc., Fort Wayne, Ind., to direct the advertising of its Merphon condensers and Magnavox speakers. The Magnavox company has moved its general offices from Chicago to Fort Wayne.

# How We Solve an Obsolescence Problem—At a Profit

A Plan That Protects Jobbers Against Loss Through Slow Moving, Old Stock But Doesn't Shoulder the Manufacturer with the Loss

By Maxwell S. Cagan

Advertising Manager, The Accurate Parts Manufacturing Co.

THE problem of obsolescence is ever present. It is something that no manufacturer can ignore and something that keeps coming up with annoying and disturbing regularity. How is the manufacturer to dispose of items which, through no fault of his own or any inherent weakness in his goods, have suddenly become back-numbers and obsolete? How can he remove those shelf-warmers, profit-eaters, and sales-damners from the shelves of his customers without incurring an actual and substantial loss to himself? How, in all fairness to his firm, can he perfect a plan or method for making periodical house-cleanings among his customers, assuring them a definite obsolescence protection and at the same time involving no unusual strain upon his own inventories?

As manufacturers of machined products selling through wholesalers exclusively and having to contend with constant radical changes in forms, designs and dimensions we developed an obsolescence protection plan three years ago that solved our problem of obsolescence in a most satisfactory and profitable manner.

## Little Chance for Substitution

Before I fully explain the plan let me emphasize that automotive parts, like all other machined products, have to be made to very precise dimensions. Thus there is very little chance for substitution or adaptation. Another complication is in the fact that special prices are no inducement whatever. Even if the goods were sold at a 90 per cent discount it would hardly stimulate demand, for the simple reason that automotive parts are bought only when there is an actual demand for them.

In spite of all these complications the developed obsolescence protection plan has worked out to advantage. It helped to remove obsolete items from the shelves of our customers; it speeded up their turnover on our lines; it opened additional avenues for more sales; it removed one of the serious objections toward carrying a fully representative stock, and at the same time, because of the slight penalty attached, discouraged promiscuous and injudicious buying.

## Four Steps in the Plan

The plan consists of four distinct steps:

1. An inventory sheet is made of all the items we manufacture. These are listed numerically in consecutive order under an A B C D classification. A—meaning a popular, fast-moving number; B—meaning a standard seller; C—a slow-moving number; D—an obsolete number. Such classifications are based upon national sales figures as well as our own records of production and distribution, and are meant to provide the customer with a key to potential sales in each territory on each and every number listed.

These inventory sheets, a separate one for every line we make, are mailed to each customer twice a year with a special letter asking him to check his stock immediately and return those sheets without delay. He uses the sheets to check his stock directly from his shelves and indicates in the specially provided columns the actual quantities of each number on his shelves and the quantities which in his estimation are overstocked, slow-moving or obsolete.

2. The returned inventory sheets are carefully checked not only for

the notations made by the customer but also in relation to his month-by-month purchases from us. The numbers and quantities to be returned are itemized on a special "Authority to Return" form. A copy of the form goes to the receiving department. There, only the items listed are accepted for return, provided such numbers are of our manufacture, in salable condition, and have been returned transportation charges prepaid.

The record of receipt goes to the accounting department which issues full credit for the items returned as based upon prevailing prices less a 10 per cent charge to cover the cost of handling.

3. Tally sheets are made of all "C" and "D" numbers not as yet recalled. The record is incorporated into the inventory files so that when a call comes in for any of those numbers the nearest source of supply can be contacted and the wanted items forwarded direct to the source of demand.

4. The record of each customer's actual stock is then passed on to the sales promotion department, presenting thereby a dozen and one vulnerable spots for effective follow-up not only by the home office but also by the salesman in the territory.

It offers an unusual opportunity for a direct and specific approach in selling the customer on the idea of carrying and stocking many of the missing "A" and "B" numbers. Because such follow-up is based upon the actual condition of the customer's stock it brings definite returns in increased sales.

Thus the obsolescence plan as developed has turned a liability into an asset.

#### **Customer Is Not Apt to Overbuy**

The customer is satisfied because twice a year we ask him to tell us which numbers have become obsolete or slow-moving in his territory and ask him to return such numbers for credit. Yet because of the transportation cost and the 10 per cent handling charge he is not apt to overbuy.

The salesman is satisfied because he can offer his customers a definite

obsolescence protection plan which is clear-cut and fully adaptable to the particular sales and turnover of each customer in his territory.

We, as manufacturers, are satisfied because:

(1) While we recall slow-moving numbers from customers we stagger such requisitions so that the various numbers being returned may be more readily absorbed.

(2) While there are "C" and "D" numbers not as yet returned by any one of our customers, such are instantly available for re-shipment wherever needed.

(3) By maintaining carefully checked tally sheets it isn't necessary for us to manufacture slow-moving or obsolete numbers to meet the occasional demand.

(4) With the plan being worked properly we help to reduce the stock of customers without any appreciable loss to us and to them.

(5) Such steady withdrawal of obsolete numbers gradually reduces their quantities, removing the profit-eating items from the shelves, speeding up turnover, and at the same time opening the way for new and more popular numbers.

#### **W. E. Humphrey, Chairman, Federal Trade Commission**

Commissioner William E. Humphrey of the Federal Trade Commission has been appointed chairman of that body by order of the Commission. Mr. Humphrey is just beginning his second term as a Federal Trade Commissioner, having been confirmed last week by the Senate for reappointment.

He is the first ever to be nominated and confirmed for a second full term as Federal Trade Commissioner. His first term began February 25, 1926, following appointment by President Coolidge. The second appointment was made by President Hoover last June.

#### **Heads Oregon Publishers**

Thomas Nelson, publisher of the Junction City, Oreg., *Times*, was elected president of the Oregon Press Conference at its annual meeting held recently at Eugene, Oreg. George Turnbull, professor of journalism of the University of Oregon, was re-elected secretary for the fourteenth time.

#### **Appoints Philadelphia Agency**

The Smith, Kline & French Laboratories, Philadelphia, have appointed the John L. Butler Company, of that city, to direct their advertising account.

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Put Y

# Now I Know I Can Quit



Driving down Wilshire Boulevard this morning, I was enjoying my after-breakfast pipe, when that big cop at Western asked me if I was laying a smoke screen. He said I'd make a swell sky-writer. As a matter of fact, I was making up for all the smokes I lost when I swore off New Year's. I gave away three boxes of cigars and four cartons of cigarettes I got for Christmas. And then I couldn't remember why I quit. Anyway, I proved that I CAN quit, any time I want to—so I've begun again. As a matter of fact, most of the grownups among the 2,313,813 people in the Los Angeles Metropolitan District begin the day with a good smoke and a good newspaper—The Examiner. That's why in 1931 The Examiner led all other Los Angeles newspapers in tobacco advertising, blowing rings around the second newspaper by more than 100,000 lines. Maybe tobacco advertisers are influenced by the fact that The Examiner has the largest circulation—and the largest home carrier circulation—of any morning and Sunday newspaper west of the Missouri River. Anyway, if you've anything that will interest these fast-moving, youthful-minded Moderns who enjoy good smokes, good food, good clothes and good times, tell them about it in a good newspaper.

---

Represented Nationally by W. W. Chew Organization.

**NEW YORK**  
572 Madison ave.

**DETROIT**  
3-129 General Motors Bldg.

**CHICAGO**  
612 Hearst Bldg.  
**SAN FRANCISCO**  
625 Hearst Bldg.

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**LOS ANGELES  
EXAMINER**

**Put Your Message Before the Moderns**

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. . . 1931 "SUCCESS STORIES" IN TH

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# NORGE

*goes ahead*  
*in Philadelphia\**

{ *\* Back of Norge's sales increase is an amazing story. Every manufacturer selling in this market should hear it before another advertising dollar is spent in Philadelphia.* }

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CURTIS-MARTIN NEWSPAPERS, INC. . . NDEPE

**PUBLIC**  **LEDGER** *the*

MORNING

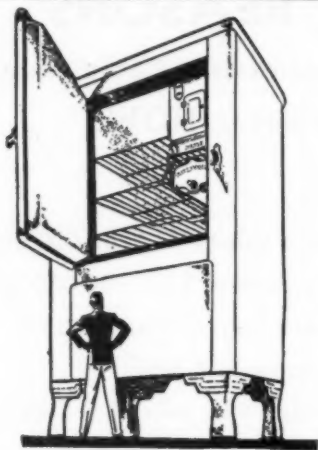
EVENING

SUNDAY

MORNING



## RIES' IN THE PHILADELPHIA MARKET . . .



During 1931, Norge sold nearly seven times as many electric refrigerators in Philadelphia as in 1930.

During 1931, Norge used 57% of all its Philadelphia advertising in the Curtis-Martin Newspapers, as against 26% in 1930.

. . . INDEPENDENCE SQUARE, PHILADELPHIA

GE The Philadelphia Inquirer

DAY

MORNING

SUNDAY

# SOME REASONS

.... why Cincinnati is stable, moneyed and an active market... NOW!

Wholesalers did a volume of \$750,000,000 in 1931.

Retailers did a volume of \$520,000,000 in 1931.

Building and Loan assets increased 3.55%.

Bank Deposits increased 4.37%.

Postal money orders were only 11% under peak 1929.

Electric consumers increased 3.35% ... an all time high.

Total population increased 13.51% since 1920 census.

Per Capita wealth increased 1.76% in 1931.

\$2,410,589.85 actually paid into 1931 Community Chest, a 17.29% increase over former high.

12,743 building permits valued at \$25,111,935.

\$7,719,835 was spent for new residences.

... and in January, 1932, the Times-Star increased its city and suburban circulation 3.35% ... to a new all time high.

## INCREASED SELLING POWER!

# CINCINNATI TIMES-STAR

New York: MARTIN L. MARSH, 60 E. 42nd Street

Chicago: KELLOGG M. PATTERSON, 333 N. Michigan

# Advertising Is Teaching America to Eat More Cheese

And This Year Kraft-Phenix Is Beginning Its Biggest Advertising-Merchandising Drive

ADVERTISING is having an undeniably important part in teaching Americans to like cheese and to eat more of it. Where the average family of 4.1 individuals consumed 12.46 pounds of cheese in 1916, it now consumes 19.3 pounds a year. Per capita consumption of cheese, which was 3.04 pounds in 1916, has risen steadily since that time.

By 1920 the rate was 3.5 pounds per person per year. Five years later it had jumped to 4.26 pounds and in 1930 the per capita consumption stood at 4.71 pounds. Thus the increase in the last sixteen years has been 56 per cent.

To assert that advertising alone has been responsible for this steady growth would be unfair both to the other forces that help sell cheese and to advertising. The development of new varieties of cheese, the packaging of cheese, better salesmanship, better distributing facilities and the application of merchandising tactics in the retail store have all helped to whet the American appetite for cheese. But no one who glances back over the newspaper and magazine pages can fail to be impressed with the increase in the amount of cheese advertising in the last decade and a half.

Those who are closest to the dairy industry know that this advertising has been a cause of rather than one of the effects of growing sales.

In the front rank of this industry today stands the Kraft-Phenix

Cheese Corporation, the pioneer national advertiser in this field. Since 1920, when Kraft began to advertise on a sizable scale, its growth has been truly remarkable. Despite unsettled conditions and diminished buying power in nearly all markets last year, 1931 was the second most prosperous year in the company's history. Vigorous merchandising tactics and advertising maintained sales volume and profits, say officials of the company.

"The keynotes of our 1932 program are close co-operation with retail outlets and an advertising campaign built to tell our story to the largest possible number of potential buyers in our markets,"

Revel in its  
**FLAVOR**



but don't overlook this

*its nutritional rating is +++*  
(STRAPE PLUS)



From him,  
has old Cheddar



For children  
and they love it

You millions of women (yes men and children, too) who love Kraft-Phenix for its fine Cheddar cheese flavor—here's good news for you! Remember, two years ago, when we first asked you to try to spread on crackers, melted in sandwiches, melted in hot sauce, melted in brown meat sauce? "Delicious as milk itself—and good for you," we said. It appears that we just found at the real food value ranked every in Vitamin's "tasting flavor" flow, minutes reveal that Vitamin's contains health-giving elements of many kinds! Nutritional values highly concentrated, as in few other foods! Vitamin's contributes to make that the Food Commission of The National Medical Association approves its nutritional rating of plus, plus, plus!

...The panel above suggests serving in Vitamin's flavor alone. Get another package now. For a few bottles, "Cheese and Ways to Serve It," write to the House of Vitamin's Dept., Kraft-Phenix Cheese Corporation, 971 E. 14th St., Chicago.

The World's Finest Cheese is made or supplied by Kraft-Phenix "Philadelphia" Cream, Old English, Boursin, Limburger, Edam, Camembert, Boursin, "Come-Come", etc.

Cheese .... Malted Milk .... KRAFT-PHENIX .... Mayonnaise .... French Dressing

The 1932 Kraft-Phenix Campaign Is Designed to Tell the Company's Story to the Largest Possible Number of Potential Buyers

John H. Platt, Kraft-Phenix advertising manager tells PRINTERS' INK. "Our advertising has already been launched. It will appear in eight national magazines and in newspapers in major markets. Besides this it runs in a list of 841 smaller city newspapers and several business papers.

"Our experience in the past shows that the retailer's dollar invested in cheese turns over thirty-nine times a year. Our 1932 merchandising plan aims at convincing the dealer that he can do better than that by departmentalizing cheese sales. As a step in that direction we have developed an aisle display fixture that we furnish free. This is called the Kraft Cheese unit. It requires a floor space of only twenty-three by fifty-four inches and gives the retail store a real cheese department. It provides the retailer with a colorful, attractive mass display that encourages 'pick-up purchases.' The principle that it enables the dealer to utilize is the most successful profit idea that

our experience has developed."

The same policy of advertising and merchandising that Kraft has followed for its cheese and mayonnaise products will be used in 1932 for OvenReady biscuits, a ready-to-bake biscuit dough. National advertising and distribution of this product were taken over by Kraft-Phenix from Ballard & Ballard of Louisville in December. With a large, efficient distributing organization used to handling perishables at its disposal, this packaged biscuit dough fitted into the Kraft line perfectly. Three thousand refrigerated Kraft trucks are serving retailers all over the United States, so it was possible almost overnight to give the biscuits national distribution.

Kraft-Phenix enters into its 1932 program in excellent shape, ready and able to take the fullest advantage of the growing American appetite for cheese products. Its advertising and merchandising campaign this year is the most comprehensive the company has ever launched.

## What Groucho Says

Another Writing Genius Wants a Job

DEAR JOHN SMILEY: I intended to answer your letter before I came home. I read it on the Grand Basin by the light of the fireworks. Funny combination. An ad man who wondered if he had a job himself reading the letter of a strange young man who insists that he be given a job. Why? Because he says he can write.

My unknown friend, you say that you know that I am kind-hearted. I am, when all is rosy, but if Boss had fired me, I'd probably be a nasty brute and hate a man I've known and worked with for years, when I ought to sympathize with him—either cuz he hasn't sense enough to keep me and use me or else cuz I'm punk and he has to bust my heart by kicking my pants to heck outa the shop. That's the way I otta feel, but I wouldn't

have been collecting bile for two months already, and all prepared to hate his guts.

But don't you get sore because I tell you to go back to school. Your language was very fine where you told me you flunked out because you were so free-souled and indifferent to academic teaching. You almost made a poem of it. You wrote it so well I didn't see the fireworks. Go back to school somewhere, in a school, behind a counter, or hooked up to a gasoline pump. A good school of marketing would be your best bet if you had sense enough. You think that because you have a gift of words and sentences that you can bluff people or wheedle 'em into buying merchandise they don't need because you can make words sound as if they must have it or suffer agony.

Don't blame you altogether.

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Lotta high-priced ad writers have been like that, but they're being weeded out as fast as possible. The world is getting a bit keener for an answer to that pestiferous word "why?" So you gotta learn something about something. Oh, don't worry, that old-fashioned need of knowing about something is still alive.

Why should workers have good pay, steady pay all the time? Why is the firm which sells too much or for rotten reasons out of luck? How can we expand and keep expanding without making, selling and buying too much stuff? Just what has the Socialist got on the ball? He's got something. Just how valuable is our capitalistic system? You'll never know, quite, but now you think of capital as only something to hire you with. What part has co-operation simply got to play among competitors? Are people as big fools in how they act as many advertisers are in what they say? And then, what's all this got to do with writing ads for bacon in a transparent wrapper or the kind of a show Wonder Shoe ought to give over the radio?

You begin with a word-knack. Granted. Ergo you think some agencyotta grab you off to write ads. Rotten logic. If ever a beautifully written letter showed a callow, sterile brain, yours did.

There may be money for you in word racketeering. Been fortunes made by it. You're pretty good at it already. Say, Johnnie, have I made you mad enough to say, "I'll show that brute that I can do good work"? 1928 doing good work didn't seem necessary. 1931 doing good work didn't seem to bring the right profit but good old Know-How and Do-It-Well are still what a man worth living has got to have. If this doesn't mean anything to you, I hope you choke.

GROUCHO.

### G. N. Merritt Advanced by Porter

George N. Merritt, vice-president in charge of sales promotion of The Porter Corporation, Boston advertising agency, has been made general manager of that company.

## Get a New Letterhead

HOSPITAL TOPICS & BUYER  
CHICAGO

Editor of PRINTERS' INK:

Can you give me any suggestion as to the relative merits of the use of a new and modern letterhead as compared to one which has been used by a firm for ten years?

GEORGE C. BRAUN,  
Business Manager.

A LETTERHEAD is a company's representative. If it is old-fashioned and out of date it may give the recipient at least a momentary impression that the company is just as old-fashioned. Frequently, indeed, the only contact that a company has with many people is through its letterheads and, therefore, it is important that this contact be kept as fresh, modern and lively as possible. Of course, sometimes there is a sentimental value attached to a letterhead which has been used for some time. As a rule, however, this sentiment is all one-sided and is almost entirely the possession of the user and not of the recipient.—[Ed. PRINTERS' INK.]

### New Duties for J. L. Bray with "United States Daily"

James L. Bray, secretary-treasurer of the *United States Daily*, Washington, D. C., has been appointed director of the publishing department, succeeding John E. Rice, who died recently. Mr. Bray was associated with David Lawrence in the founding of the *United States Daily* and, before that, was treasurer of the Consolidated Press Association.

### Death of E. C. Fitch

Ezra C. Fitch, for forty years president of the Waltham Watch Company, died recently at Brookline, Mass., at the age of eighty-four. He had been with the Waltham company since he was a boy. After serving as president for forty years he was made chairman of the board of directors and when the company was reorganized he became vice-president, which position he held at the time of his death.

### C. J. Nadherny with Walgreen Stores

C. J. Nadherny, for several years advertising director of the National Confectioners' Association, has become associated with The Walgreen Company, Chicago, drug store chain. He will direct the merchandising of candy in the Walgreen stores.

## Mileage Allowance for Salesmen's Cars

CERTIFIED DRY MAT CORPORATION  
NEW YORK

Editor of PRINTERS' INK:

Will you kindly let me know how much companies have been allowing salesmen for the use of their own automobiles?

A. B. BRADIE,  
Secretary.

**S**TRAIGHT mileage allowances to salesmen vary from as low as 3 cents per mile to 10 cents per mile. In many cases these allowances are based on careful analysis of operating cost and in others they are guesses or figures based arbitrarily on what other companies are allowing to their salesmen. A few companies, instead of giving a flat mileage allowance, give their salesmen so much per day. One company, for instance, allows the salesmen \$3.50 per day in territories where conditions are good and \$5 per day in territories where conditions are bad and the salesmen make longer jumps.

One of the most detailed analyses of the cost of operating salesmen's cars has been made by the General Foods Sales Company, Inc., and shows that the average cost per mile for operating cars is less than 6 cents. An executive of a large drive yourself corporation maintains that all of these figures are low, and that his company's experience shows that 6 cents is a meager figure. It is interesting to note, however, that the few companies that are able to base their figures on millions of miles of operation have arrived at a figure pretty close to 6 cents. It is well to bear in mind, however, that this is a fleet average and that some cars will cost much more while others will cost less.—[Ed. PRINTERS' INK.]

### Join Winthrop Agency

Mrs. Luellyn Bussenius has joined Winthrop & Company, Inc., New York advertising agency, as director of its Home Economics Division. Reginald D'Auby has been appointed research director of the agency.

## Advertising Will Maintain What It Has Built Up

Advertising is the mass salesman and mass salesmanship must be developed as skilfully as has mass production, Leonard Dreyfuss, president of the United Advertising Agency, recently told members of the Philadelphia Rotary Club. "We are at the beginning of an important era," he said. "Americans will refuse to give up the automobile, the radio, mechanical refrigeration and other comforts. We will fight to maintain this standard. National advertising built up these demands and national advertising will maintain this business."

"A fear complex has been in the air, but now automobiles are wearing out, clothes are growing threadbare, furniture tottering and 6,000 boys and girls are growing up daily. Things are going to be sold and the advertising profession and the general public must appraise the advantages at this stage of the mass salesman—advertising."

## W. A. Smith Heads American Electrotype

William A. Smith has resigned as president of the Northern Electrotype Company, Detroit, to become head of the American Electrotype Company, also of that city. Benjamin N. McLachlan, formerly president of the American Electrotype Company, has joined the Northern Electrotype Company as general manager.

## Joins Taylor, Rogers & Bliss

F. S. Laurence, formerly executive secretary of the Producers' Council, Inc., has joined Taylor, Rogers & Bliss, Inc., New York, marketing counselor in the building field, as director of its architectural service division.

H. H. Sherman, formerly president of the Producers' Council and, until recently, secretary of the National Building Granite Quarries Association, succeeds Mr. Laurence as executive secretary of the Producers' Council.

## Memphis "Commercial Appeal" Re-elects George Morris

Stockholders of Memphis Commercial Appeal, Inc., publisher of the *Commercial Appeal* and *Evening Appeal*, have elected seven directors who in turn have re-elected George Morris as president and editor. John R. Flippen and J. W. Canada were elected vice-presidents and W. W. Hansen, secretary and treasurer.

## H. L. Eves Appointed by General Outdoor

Harold L. Eves, who has been in charge of the sales promotion division of the Outdoor Advertising Association of America for the last several years, has joined the General Outdoor Advertising Company, Inc., Chicago, as director of industry relations.

# Test 48 States With One Newspaper

The bulk of the more than a million new residents which the Los Angeles market has gained in the past ten years were born and raised in other localities of the United States, furnishing a virtual cross section of the tastes and preferences of every state, city and section of the country.

In addition to this unique population make up, the Los Angeles market offers many other advantages for testing out a campaign.

*It is definite in area*—being compact, surrounded by mountains, and absolutely free from the influence of overlapping trade areas.

*It is large enough to give a conclusive reaction*—the Federal Census showing that Los Angeles' metropolitan area ranks fourth in the country, with a population of 2,318,526.

*It can be economically covered and tested by a single metropolitan newspaper.*—The Los Angeles Times is market-wide in scope, and both inside and outside of the city of Los Angeles is delivered direct to homes by carrier—the largest home-delivered circulation, and the largest bona-fide morning circulation on the Pacific Coast.

## Los Angeles Times

Eastern Representative: Williams, Lawrence & Cresmer Co., 360 N. Michigan Blvd., Chicago; 10-169 Gen'l Motors Bldg., Detroit; 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco; White Henry Stuart Bldg., Seattle.

*at the top*

**AND**

**COVERING**

**THE**

**JOURNAL**

**DO**

**MINION**

THE JOURNAL is THE largest daily of the Pacific Northwest; 84% of its circulation blankets Portland and the immediate trading area. The remainder covers the Dominion as a whole more thoroughly than any Portland daily. Your sales in this market can't reach their highest peak without The Journal.



(6)

**The Journal . 107,562**

Oregonian . . . 104,029

Seattle Star . . . 99,166

Seattle Times . . 96,102

Seattle P.-I. . . . 95,010

News-Telegram . 81,081

**THE**  
Afternoon  
Sunday

**JOURNAL**  
PORTLAND, OREGON

■ Represented nationally by REYNOLDS-FITZGERALD, Inc. . . New York • Chicago  
San Francisco • Los Angeles • Philadelphia • H. R. Ferriss . . . Seattle



# Using American Methods to Obtain Foreign Distribution

Problems of Each Export Market Are Solved in Accordance with Local Practice and Yankee Ingenuity

By S. S. Strouse

Export Manager, May Oil Burner Corporation

WHEN the May Oil Burner Corporation decided to pursue aggressively the oil heating business in the overseas market, it did not create immediately a special export staff—in fact, did none of the orthodox things that firms are supposed to do on deciding to enter the overseas trade. The first step—and one which has been deemed the most fortunate taken—was to secure the services of a factory representative in Paris. It was realized early that in order to transact an overseas business in a successful manner, it would be necessary to have a representative of the company directly in the territory that was to be cultivated.

This was no startling conclusion arrived at as a result of many long conferences, but was simply an outgrowth of May's dealer policy in the domestic field. This policy called for the selling of more than the mechanism of an oil burner to distributors and dealers—it called for providing a complete and comprehensive merchandising service.

## **Establishing Oil Burner Departments**

The May Corporation obligated itself not only to supply to its dealers an oil burner that would operate satisfactorily, but also all of the facilities for organizing an oil burner department, hiring and educating salesmen, planning and executing sales campaigns, compiling and putting into effect a standard accounting system, a complete technical consultation service and a multitude of other services which had been developed after years of successful selling. This experience was to be turned over to the dealer so that he could immediately benefit from it instead of experiencing the expen-

sive growing pains often incidental to its acquisition over a period of years.

It was in 1927 that the Paris office was modestly established. The manager, then a resident for six years in Paris but originally a native of Chicago, was ideally suited for the interpretation of May's ideas to its export connections. From this office, as spokes radiate from the hub of a wheel, a carefully planned merchandising service radiated to dealers all over Europe.

## **Dealers' Salesmen Are Trained**

Each foreign office is visited at frequent intervals and the particular problems of the locality are reviewed and solved in accordance with European business practice and American ingenuity. The dealer's salesmen are trained and taught how to sell oil heat. Engineering problems are met and conquered and sales campaigns planned. The direct-mail method of advertising, which proved so successful in the United States, has been altered and modified to meet European requirements. No attempt is ever made to pass on to dealers an American practice until it has been carefully tested and tried to fit European needs. Periodically from the Paris office a bulletin in three languages, containing valuable up-to-the-minute information on merchandising, engineering and other valuable current data, goes forward to May dealers.

Behind the European network of distribution, behind the Paris office are the general offices at Baltimore. It is here that valuable information gathered by overseas contacts is studied and used. Through collaboration with the

United States Department of Commerce and other export intelligence agencies, data on overseas construction work flow continuously into this office and are rerouted to the distributors, calling their attention to the building of churches, residences, hospitals and many other institutions. These leads are used for direct solicitation.

#### ***American Burners Not Sold Abroad***

No attempt is made to sell oil burners built for American distribution to May's European distributors. The requirements for exported units are different from those for American units. There are, for example, approximately thirty different kinds of electrical currents used within the boundaries of Western Europe alone, whereas in the United States 110 volt 60 cycle current is practically universal in every large city, town or village. This means that the electrical equipment must be engineered to meet the particular requirements of the country to which the product is to be exported. Again, it has been necessary to call on the skilled metallurgist for special alloys to resist the corrosive and erosive action of oils found in certain markets.

Too much cannot be claimed for the necessity of actually building for the market. A country using centigrade scale and the metric system should not receive instruments calibrated in inches, pounds and degrees Fahrenheit. It is necessary to meet the needs of the distributor instead of dictating what he should buy and use in terms of American production.

This overseas business has by no means been confined to Europe alone. Although this is the primary oil burner export market and, consequently, the most attention and most money has been devoted to its development, May also exports a considerable quantity of burners to the Far East, and South America, as well as small quantities to many other less important markets. Facilities are maintained in Buenos Aires that are a miniature of those in Paris

and it is believed in time that a sizable Latin American market can be developed.

Advertising oil burners in foreign markets has proved to be a task not susceptible to solution by ordinary means. The product does not appeal to the masses who do not have the money to purchase, or the heating plant in which to install a burner, or the desire for its advantages. Hence, most of the advertising has been along the line of special booklets and folders produced in such a manner that the quality of the product is reflected in the media used.

Booklets with incomparable typography, striking layout and appealing photographs have been produced and are part of a direct-mail campaign that penetrates to the class market. Recently, new advertising plans have been worked out that will permit each distributor a maximum economy in the production of the literature which he requires. In each case the same plates will be used and where the occasion requires, the language copy will be changed to meet the situation. In addition, provision will also be made for illustrations of local installations so that each piece of literature will have a distinctly national and localized appeal, despite its general origin. May encourages the use of proper advertising and proper media through a generous appropriation available to each dealer and proportionate to the size of his territory.

#### ***Patience Is Requisite of Good Exporter***

The overseas merchandising of a high-priced specialty requires almost inexhaustible patience. The manufacturer who would enter this field must reconcile himself to many bitter growing pains before his business attains a volume capable of yielding the anticipated profit. He must prepare himself against disappointment, exercise superlative care and discretion in the choice of distributors, be unremitting in his efforts to assist them, sympathetic and just in every relationship.

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Feb. 11, 1932

## PRINTERS' INK

**T**HE STAR keeps consistent step with the growth of the Washington (D. C.) Market. Over 15,000 MORE families in Washington and the nearby suburbs are now reading **The Star**—Evening and Sunday—than five years ago. That's a gain in circulation of nearly 5,000—Evening and Sunday over a year ago.

97% of **The Star's** evening circulation and 96% of its Sunday circulation is confined exclusively to the Washington Market.

It is the kind of circulation that is of the highest advertising value, for **The Star** is the newspaper that goes into the home, read by the entire family.

Here is an unique situation—a prosperous and responsive market given complete coverage by **The Star**—Evening and Sunday, at a rate that is most attractive.

There is Business in Washington because there is no depression; and **The Star** will get it for you.

New York Office  
DAN A. CARROLL  
110 E. 42nd St.

Chicago Office  
J. E. LUTZ  
Lake Michigan Bldg.



# Mr. William Wrigley, Jr.,

But even the hand of death is impotent to the triumph of his ment and world wide popularity.

For William Wrigley, Jr.'s whole philosophy  
"Keep On Keeping On!"

Not long ago, Mr. Wrigley expressed his thoughts on advertising in the following words—

*"Tell 'em quick and tell 'em often.*

*"You must have a good product in the first place, and something that people want, for it's easier to run downstream than up.*

*"Explain to folks plainly and sincerely what you have to sell, do it in as few words as possible—and keep everlastingly coming at them."*

Through two financial collapses, this Master of Merchandising fought and defied failure. Time and again he threw his last dollar into the fight. His back against the wall, even his tangible asset committed, William Wrigley, Jr. fought step by step with only his principle and his personality as weapons against defeat.

William Wrigley, Jr., "Keep On Keeping On"

# Wrigley, Jr., Has Passed On

the tide of Mr. Wrigley's accomplish-

whole philosophy was built on one principle—

That principle—his whole business and personal platform—carried William Wrigley, Jr., to the heights of fame and fortune.

Mr. Wrigley will be remembered as a man who proved year in and year out that a kindly heart and generous impulses are not handicaps to business success.

American business is grateful for the legacy of his spirit and his philosophy.

Like William Wrigley, Jr., American business must "Keep On Keeping On!"

*Barron Collier*

President,

Street Railways Advertising Co.

... It is gratifying for us to remember that Mr. Wrigley's success was launched through his advertising in the street cars. The Wrigley Car Cards have been on display in every street, subway and elevated car of the United States for 24 consecutive years. In appreciation, Mr. Wrigley wrote, "If we had to drop all other advertising, we would still hang on to the Cars!"

**"THE GAME IS YET IN OUR OWN HANDS; TO PLAY IT WELL IS ALL WE HAVE TO DO."**

*George Washington*

Our first President's statement holds true in business today. Part of the Sales Attack is to tell the right people the right selling facts at the right time. That is our daily work. Our direct advertising department is now engaged in the development of merchandising plans and direct mail for nationally prominent firms who know the game and play it well.

\* \* \* \* \*

And when it comes to printing . . . two million broadsides or two hundred post cards . . . we can play the game well for you. Let us tell you the rest of our story.

## **ISAAC GOLDMANN COMPANY**

*Founded 1876*

**80 LAFAYETTE ST.  
NEW YORK CITY**

**TELEPHONE  
WORTH 2-6080**

**PRINTING OF EVERY DESCRIPTION**



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# Confessions of a High-Pressure Bond Salesman

He Even Goes to Church to Stir Up Prospects to His, Not Their, Profit

[EDITORIAL NOTE: The material which follows is a portion of one chapter in the much-discussed book, "Scapegoats," by Julian Sherrod, published by Brewer, Warren and Putnam. This book has performed a distinct service in calling attention to a system of security distribution under which many abuses were fostered.]

**Y**OUNG salesmen do not know what work is. This is a soft crowd that calls on you nowadays.

Any salesman covering country territory who can't see a half dozen or so men before 9 a. m. is no good. If he can't see a half dozen more after dark, he is also no good.

There is no reason whatever why a man should stop trying to sell bonds just because the day is over.

I called on them at home at night and preached the Institution's gospel all over that country from daybreak to curfew.

I shouldn't have commercialized the thing, but I did. I even arranged my itinerary to be at certain towns on Sunday and go to certain churches and see men there.

## *Blind Selling to the Blind*

No wonder I sold bonds. It is true I did not know anything, but they did not either. It was blind leading the blind, but I had mastered the gospel and talked so much about the greatness of our Bank that a man would finally give up and say, "All right, send me some."

He did not know what he was buying and I did not know what I was selling. I was just merchandising.

At that time I did not know—or possibly I should say I did not think—about defaults. As I look through the old records now I see that the possibility of a default was the only thing I should have been thinking about.

As a merchant, my volume was not bad, \$681,450 for six months.

Like many merchants, my profit margin was rather slim. I made for the six months \$750 as a salary and \$235.01 commission, a total of \$985.01 for over \$600,000 business.

My first "New Issue" as a security merchant was Blank Railroad 6's.

## *Customers Know as Much as He*

Now I knew nothing about the Blank Railroad. Neither did my customers.

Both of us probably thought it was part of the New York Central. But it was an interurban line and has long ago defaulted and been sold at foreclosure sale.

The buyers lost most of their money. I am sorry.

Enthusiasm sold the bonds. I "merchandised" quite a few of these bonds throughout Alabama.

I wonder how that splendid gentleman in a small bank in Alabama feels, to whom I sold \$20,000 of those bonds which must have been bought with a "yardstick."

After a career of "merchandising" in Alabama and New Orleans, I was transferred to a Great Empire which is so large that one whole county is in the northeast corner of one man's ranch. From now on I shall refer to this new territory as Green Pasture.

I merchandised with unusual success in Green Pasture for the reason that the great bank whose affiliate I represented has a large number of correspondents in this territory, which helped a great deal.

There were some good bonds in those days—Swiss 8's and Copper Export 8's, and so forth. Moreover, many of them matured within the lifetime of the generation buying the bonds.

Investors got a good run for their money. This is one of the

somewhat unorthodox views I hold—the investor is entitled to a good run all the time. He puts up the money.

My career as a merchant in this Green Pasture began rather modestly. I had desk space, but did not need it, for I was running up and down the streets all day so fast you could shoot marbles on my coat-tail.

In the evenings, I repaired to a modest room to cool my heels and exchange greetings with a man who roomed near by and whom I later discovered was organizing the Ku Klux Klan.

He was selling sheets and I was selling bonds.

Fortunately, we had for sale at that time several sound oil bonds which were selling to yield a nice return.

The good people of Green Pasture were familiar with these securities. They bought them—bought many—and I prospered.

I say without the fear of contradiction that hundreds of millions of dollars have been lost through investments which were originated primarily to pay operating expenses of a large, expensive and unnecessary system of distribution.

### Marketing Group to Meet

The New York chapter of the newly organized American Marketing Society will hold its regular monthly dinner meeting at the McGraw-Hill Building, New York, on February 18. The first progress reports of the chapter's technical committees will be presented at the meeting.

### Now Burgess-Beckwith

The Burgess-Roseberry Company, Minneapolis, direct-mail advertising, has changed its name to Burgess-Beckwith, Inc. Merrill C. Burgess is president and treasurer of the company and Gilbert I. Beckwith is vice-president and secretary.

### Acquires "Florida Farmer"

The *Florida Farmer*, Jacksonville, has been sold to E. P. Owen, Jr., publisher of the *Florida Municipal Record*. Offices of both publications have been moved to Jacksonville.

### Miss Space Buyer, Bauerlein

Miss Sara Pane has been appointed space buyer of Bauerlein, Inc., New Orleans advertising agency.

### Ohio Newspaper Groups Elect

Four Ohio newspaper groups held their conventions at Columbus recently. R. C. Snyder, of Sandusky, was elected president of the Associated Ohio Dailies. Other officers of that association elected were: Walter R. Beck, Columbus, first vice-president; Gordon K. Bush, Athens, second vice-president; Fred S. Wallace, Coshocton, third vice-president; F. W. Spencer, Newark, secretary, and Albert V. Dix, Ravenna, treasurer.

S. P. Barnett, of Cleveland, was elected president of the Associated Press Editors. The Ohio Newspaper Association elected Granville Barrerre, Hillsboro, president; Russell H. Knight, Wilmington, field secretary, and Gardner H. Townsley, Lebanon, treasurer.

R. M. White, of Millersburg, was elected president of the Buckeye Press Association. Other officers of that association elected were: James G. May, New Concord, vice-president; Harold K. Schellenger, Jackson, recording secretary; Leonard Insley, Worthington, treasurer, and L. E. Boisel, Cuyahoga Falls, executive secretary.

### R. S. Bishop Buys Radio Station

R. S. Bishop, at one time a partner in the firm of Ried-Bishop, distributor for General Electric Refrigerators, has bought radio station KFJZ, Fort Worth. Clyde Kraft, former director of radio station KTAT at Fort Worth, will manage KFJZ.

J. E. Bryan, general manager of the Southwest Broadcasting Company, will assume active direction of KTAT, continuing to direct policies of the other stations in the company's chain.

### C. S. Dewey with Colgate-Palmolive-Peet

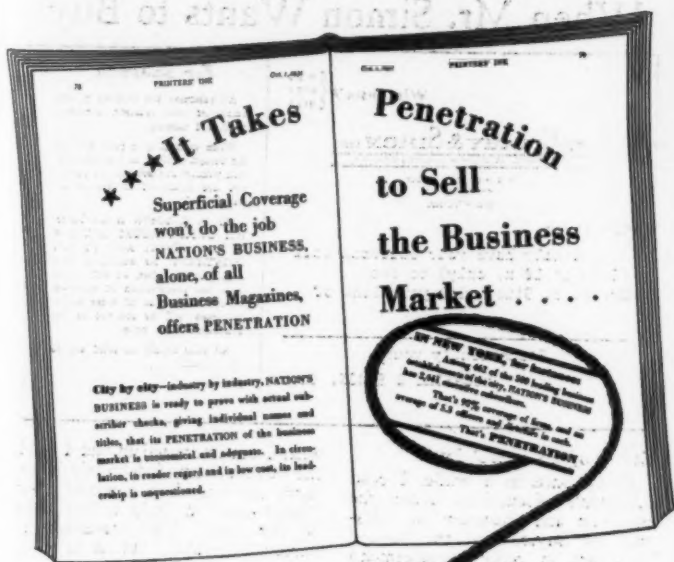
Charles S. Dewey, former Assistant Secretary of the Treasury and more recently financial adviser to the Polish government, has been elected vice-president in charge of finance and a director of the Colgate-Palmolive-Peet Company. He will devote much of his time to the foreign business of the company.

### Schlitz Distributing Units Dissolved

The Schlitz Products Company, the Schlitz Mercantile Company and the Schlitz Sales Company, distributing units of the Schlitz Brewing Company, Milwaukee, have been dissolved and have been placed under the corporate name of the parent company.

### G. M. Mason with Ritter Agency

George M. Mason, formerly vice-president of G. Howard Harmon, Inc., New York advertising agency, has joined The Philip Ritter Company, Inc., advertising agency, also of that city.



## IN CINCINNATI, for instance:

Among 46 of the 55 leading business establishments of the city, **NATION'S BUSINESS** has 188 executive subscribers.

That's 83.6% coverage of firms, and an average of 4 officers and directors in each.

That's **PENETRATION**

# When Mr. Simon Wants to Buy

WISCONSIN 7 { 8180  
8181  
8182

**McCARTHY & SIMON, INC.**  
SCHOOL & CAMP OUTFITTERS

7-9 WEST 30th STREET  
NEW YORK

Gentlemen:

Kindly have your salesman call  
(9.00 to 12 M. only) to see  
Mr. S. B. Simon with your line of

Respectfully yours,  
McCARTHY & SIMON, Inc.

## For Salesman

All salesmen are received by our employees with courtesy, consideration and respect.

When calling, give your card to the reception clerk at the information window and ask for the person you are interested in seeing, by name.

Mr. S. B. SIMON is the buyer. HIS BUYING HOURS ARE 9:00 TO 12:00 ONLY, AND BY APPOINTMENT. As buying is only a part of his duties, we will appreciate the co-operation of salesmen in the observation of these hours. Salesmen will be received in the salesmen's room only.

All calls should be brief and to the subject.

P 75 R 31

## Editor of PRINTERS' INK:

Every once in a while, I read salesmen's discussions about the reception and treatment of salesmen by buyers and the buyers' viewpoint in reply to salesmen's criticisms.

During the present time, when very few firms are unaffected in their volume of sales, we still find a number of firms that do not follow inquiries carefully.

I have been buying merchandise for twelve years. Whenever I desire to see a certain line of goods, I send a postal card, (the same as the sample enclosed), for a salesman to call. I state specifically

what I am interested in and I send the cards to firms I definitely know carry the line. The percentage of "follow-ups" in reply is less than 50 per cent. This statement is hardly believable, but it is easy for anyone to test it.

From our experience, we find that about three salesmen out of ten will call within one or two days, another two or three will call between one and six weeks later, and the remainder will never call.

Where are the firms that are crying about business?

McCARTHY & SIMON, INC.,  
S. B. SIMON.

New York.

## J. B. Bengé Joins Outdoor Advertising

Joseph B. Bengé has joined the creative staff of Outdoor Advertising, Inc., Chicago. He was formerly an account executive with the J. Edward Long Company, Chicago advertising agency.

## Fur Account to Hamilton

Revillon Freres, New York, furriers, have appointed William Irving Hamilton, of that city to direct their advertising account. Magazine, newspaper and radio advertising will be used.

## Death of C. H. Young

Courtland H. Young, president of the Clinton Herald Company, Clinton, Iowa, died recently at that city at the age of sixty-one.

## New Account to Addison Vars

The Divine Brothers Company, Inc., Utica, N. Y., manufacturer of metal finishing equipment, truck wheels and casters, has appointed Addison Vars, Inc., Buffalo, N. Y., to direct its advertising account. Business papers and direct mail will be used.

## J. R. Flanagan with Tracy

James R. Flanagan, formerly space buyer of H. H. Levey, New York advertising agency, has joined W. I. Tracy, Inc., advertising agency, also of that city, as an account executive.

## Oregon Clubs to Meet

The annual banquet of the advertising clubs of Oregon will be held on March 3 at Oregon State College, Corvallis, Oreg.


**AUTO-OMNIA**
*Société anonyme au capital de Deux Millions de France*
**LEVALLOIS**
**CENTRE DE L'AUTOMOBILE**
**SEINE FRANCE**

**119, rue Anatole-france**
*Ancienne rue de Cernille - (Porte Champerret)*
**TEL. LEVALLOIS (1921) WAGRAM (2222) SEINE (1921)**
**TELEGRAMS: OMBIAUTO-LEVALLOIS**
**REG. COM. SEINE 151.126**
**PARIS. 85, AVENUE DE LA GRANDE-ARMÉE**
**PARIS. 11 15, 15, RUE BRUNEL (XVII)**
**NANCY. 55, RUE DE STRASBOURG**
**LYON. 159, RUE DE VENDÔME**
**ALGER-ORAN-MARSEILLE**
**MARSEILLE. 51, COURS LIEUTAUD**
**American Exporter**  
**370 Seventh Ave**  
**New York City**
**TRANSLATION**
**Jan. 9th 1932**
**Gentlemen:**
**Our ref.: REOTI**
**9**

We note in the January issue of your journal in the column "Offers for representation" under No. 1957 an advertisement regarding fire pumps.

We would be interested in establishing contact with this firm regarding the possible sale of their products in France. As you may note from the enclosed card, we cover the whole territory of France and her Colonies through our branch offices.

Looking forward to the pleasure of hearing from you, we remain

Very truly yours:  
**AUTO-OMNIA S.A.**

### CONTACTS WORTH GETTING

This well-established automotive house with its many branches handling American lines, writes us in seeking a distributorship for France of a line of fire pumps which they read about in the AMERICAN EXPORTER.

*Our Readers Are Your Buyers Abroad*

# AMERICAN EXPORTER

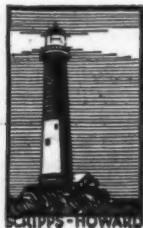
World's Largest Export Journal ... 54th Year  
 370 Seventh Ave. New York



**20,000 people in one day  
inspected Chatham Village**

Chatham Village, a better-home project of the public Buhl Foundation, offers to Pittsburgh people modern houses at rentals ranging from \$54 to \$79 monthly.

The official Chatham Village invitation to the Village



MEMBER OF THE UNITED  
PRESS . . . OF THE AUDIT  
BUREAU OF CIRCULATIONS  
and of MEDIA RECORDS, INC.

**The Pit**

A SCH

NATIONAL  
NEWSPAP

CHICAGO  
DETROIT



**FIRST**  
*(in Pittsburgh)*  
**SIXTH**  
*(in the world)*



IN 1931 ADVERTISING  
VOLUME

day  
Village

of the public appeared Sunday morning in a 4-page  
peopleotogravure section in The Pittsburgh Press  
54 to exclusively.

More than 20,000 people inspected Chatham  
o the Village that day.

# The Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD  
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS  
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

16

## PRODUCTS

SOLD THRU GROCERS  
ADVERTISED DURING  
JANUARY

Armour's Food Products  
Butter-Nut Coffee  
Chesterfield Cigarettes  
Dolly Varden Products  
Fleischmann's Yeast  
Foley's Products  
Hills Bros. Coffee  
Home Brand Products  
Luden's Menthol Cough  
Drops  
Occident Flour  
Old Hickory Smoked Salt  
Old Plantation Sausage  
Seasoning  
Peper's True Smoke  
Tobacco  
Pillsbury's Flour  
Rite-Way Stores  
Staley's Syrup

## Speeding Up GROCERY Store Sales..

where  
there are as  
many farm homes  
as all others  
combined /

THE homes on country highways make up as large a residential district as all towns and cities combined in the Northwest—Minnesota and the Dakotas. THE FARMER covers this primary home market with 260,000 home circulation, which is the largest circulation of any publication of any kind in the territory.



**THE FARMER**  
Farm Stock Home  
Saint Paul, Minnesota

New York  
Midwest Farm Paper  
Unit, Inc.,  
250 Park Avenue



Chicago  
Midwest Farm Paper  
Unit, Inc.,  
Daily News Building

# How to Make Decisions and Get Things Done

End Delays That Hold Back Economic Recovery—A New Sequel to Carp and Minnow Story

By B. J. Duncan

**"DO It Now!"** placards are in order again. There is need for resurrecting them, dusting them off and putting them to work on walls and desks. There is too much tomorrow, later, by-and-by, in the world of business today. Too many people are putting off decisions that mean business and profits and work for others, putting them off in many cases for no other reason than that senseless timidity which inspires excessive caution.

We have all read that apt illustration of deadened initiative which consisted in putting a large carp and a small minnow in a tank separated by a partition of plate glass. After many lunges at the minnow, the carp gave up trying, so the story went. When the big fish had reached that state of permanent discouragement the plate glass partition was removed and Mr. Carp was content to let Mr. Minnow swim unmolested on his side of the tank. Judging by the way some small businesses are making rapid strides today under the able direction of executives who are not afraid to make decisions and get things done, it is about time to write a new sequel to that fish story, a sequel in which Mr. Minnow, observing the quiescence of Mr. Carp, is emboldened to set upon the big but poor fish and eat him up, bit by bit.

## **Too Many Ideas Must Go to "Conference"**

I do not mean to infer that business should throw caution to the winds, that it should get into action on half-baked schemes which would have to be thrown into the discard later. Action reft of reason is always regrettable. But I do take umbrage at those poor or timid executives who play

around with an idea for a month when a clear thinker would have it in the works in a few days and be ready to tackle the next problem. I am "agin" the Mr. Carps who want to go into lengthy conferences, reminiscent of those historical proceedings at Geneva, on everything that comes up to them for decision.

## **When Things Must Be Done—Do Them**

Coming right down to your business and my business, isn't the high cost of preparation of many advertising campaigns today due to dilettantism. When it is known that a certain amount of advertising or sales promotion work is going to be done whether school keeps or not, what, under heaven, is the sense of holding back interminably? If you know you are going to buy a certain amount of goods, why make the salesman waste his time on a second call just because the purchasing agent hasn't got the mental stamina to make up his mind the first time? If you know you are going to buy a certain amount of new equipment, why dawdle about it? If you know that sooner or later you are going to put a few score or a few hundred men to work, what, in the name of humanity, is your defense for waiting a few more weeks?

Putting off such decisions, even for another day, when you know that such action is going to be taken, is not only needless waste, it is holding back economic recovery. And that, right now, is something more than a misdemeanor.

How do business men who have a penchant for quick decisions get that way? From all that I have observed and read, I would say that there are three routes to quick

action and none goes via the conference room. (The conference room is an institution for mass buck-passing, a mainstay of executives who seek to dodge responsibilities by setting up several alibis. It may be good for threshing out general problems and getting many viewpoints, if yes-men are barred. But it is never worth a tinker's dam for getting worthwhile things done quickly.)

### **Three Routes to Quick Decisions**

The three routes to quick decisions are domination, delegation, and examination. The first route requires the most courage and self-confidence. It was the way of the elder Morgan. He could do it because he had the mental integrity to tackle a problem and dispose of it, and those who took his orders had absolute confidence in him. In an emergency, J. P. Morgan would call the heads of all the big New York banks to his office. He would not ask for advice; he would tell them what their parts were to be in the action he had decided to take. And they did as they were told. That method has passed out, whether for better or for worse remains to be seen.

The second method, delegation, has come into general use. It was the late Theodore N. Vail, if my memory serves, who was one of the first executives to expand upon the benefits of organizing and deputizing, giving subordinates authority and responsibility. General Atterbury of the Pennsylvania has long been noted as an executive who gets things done by giving authority to subordinates and having faith that responsibility will develop a man's mettle. It is said of P. D. Saylor, president of Canada Dry, that if one of his executives were to tell him black was white, he would at least have an open mind on the subject, so great is his reliance on them.

This method has been robbed of some of its effectiveness by top executives who seek to delegate responsibility without delegating authority. A man who is held re-

sponsible for results but lacks the authority to make single-handed decisions is in an analogous position to a man driving a motor car without a steering wheel. He can "steam up" but he can't pick his route.

The third method, examination, is suitable to an executive who sits at the top of an institution of such large affairs that he has put up to him for final decision matters about which he cannot keep fully informed. This method entails getting the facts from under-executives whose duty it is to know, and then arriving at a decision on the basis of such facts. President Potter of the Guaranty Trust Co., I am told, works that way. The method has become so much a matter of second nature to him that even when he is drawn into a discussion at the club his first question is, "What are the facts?" A banker cannot make off-hand decisions; he must *know*.

Thinking of this business of decision as a mental process, knowing the facts is, of course, one of the first requisites. In order to be able to decide quickly, an executive must keep informed of what is going on, must know trends and how they are likely to affect broad general principles. If a business has taken the trouble to state in writing the policies and general principles to which it adheres, then there exists a basis for many decisions which involves little more than automatic application of the rules. If policies are strictly lived up to, there need be no discussions, no temporizing, no delay. Unfortunately, policies are often hazy or subject to elastic interpretations. Too much leeway is nullifying; better no policies than wobbly ones.

### **Clearing the Way for Decisive Action**

It will be recalled that Jackson Johnson, of International Shoe Company fame, was noted for his strict adherence to definite policies which acted almost as railroad semaphores to clear the way for decisive action. His ability to get things started and done, to get ac-

# THE ADVERTISER

Who Uses The

LOS ANGELES EVENING  
**HERALD** AND *Express*

is able to

**COVER LOS ANGELES  
IN THE EVENING**

With One Newspaper  
Without Duplication  
At One LOW Cost

NATIONAL REPRESENTATIVES:  
**PAUL BLOCK AND ASSOCIATES**

NEW YORK  
247 Park Ave.

CHICAGO  
Palmolive Bldg.

PHILADELPHIA  
1420 Walnut St.

DETROIT  
General Motors Bldg.

BOSTON  
Little Bldg.

SAN FRANCISCO  
839 Russ Bldg.

tion with the least possible friction, demonstrated that in this respect to be adamant is a virtue.

The ability to decide quickly may be born in a man to the extent that he feels the urge for action, the driving force that brooks no lengthy delays. In the main it is something a man acquires, through training, experience and mental development. It is a part of one's life-time education to observe, remember, compare. Accuracy of observation and tenacity of memory build up a store of facts. The soundness of a man's judgment depends largely on how well he compares—sets this cause against that result, relates one thing to another, draws analogies, and draws upon his imagination, perhaps, to get a true understanding of what makes the gears of business mesh. A man's judgment is likely to be good or bad as his observation and his memory and his comparisons, or analyses, make it so.

When an executive decides he relies upon his judgment. If his self-reliance has been sapped by fear of the unknown factors of these hesitant times his power of decision is liable to falter. There is only one thing to stiffen limping judgment and that is courage. Such a man may draw courage from his past record; if he has threaded his way through tangled situations in the past, he can do it now. He has probably come to see a certain pattern in his problems, and the patterns of today's problems are no more than what designers call the "repeats" of the patterns of yesteryear.

"Cannonball" Baker, the speed test automobile driver who has a record of more than a hundred transcontinental runs without an accident, once told the writer that in a pinch he does the right thing instinctively. Years of close attention to driving hazards, years of considered judgment have given him that ability to act first and think about it afterward when action is the prime need.

Executives who are worth their salt must have some such store of judgment material to draw upon in

these days when quick action means bread and butter for many. Why shouldn't a man who has studied the ins and outs of his business for years have all the pertinent facts in his cranium? Why should every question open up a new angle of long-drawn-out investigation?

Decide. Get the thing started. Get it done. "Do it Now!"

### Swift Gets Help

SWIFT & COMPANY  
CHICAGO

Editor of PRINTERS' INK:

Although a little late we want to thank you for your letter of December 21 and the bibliography on merchandising improved grocery products.

Your article on this subject in the January 7 issue also explains the subject very well and gives us the information we needed.

It is service of this kind that helps advertisers solve their problems.

SWIFT & COMPANY.

### J. H. Potsdamer with Fine Art Food Company

Joseph H. Potsdamer has been appointed advertising manager of the Fine Art Food Corporation, a subsidiary of the Pennsylvania Sugar Company, Philadelphia. Mr. Potsdamer, who will make his headquarters at New York, was formerly with Menken Advertising, Inc., New York, and, before that, was with the J. H. Cross Company and the Peck Advertising Agency.

### With G. Washington Coffee

Solon P. Kennedy, for many years with the R. M. McMullen interests, which control Grocery Store Products, Inc., has joined The G. Washington Coffee Refining Company, Morris Plains, N. J., where he will specialize in developing business from the soda fountain trade. He was at one time assistant sales manager of the G. Washington company.

### Heads Pennsylvania Publishers

Walter W. Krebs, publisher of the Johnstown Tribune, was elected president of the Pennsylvania Newspaper Publishers Association at its annual convention held recently at Wilkes-Barre. He succeeds Ernest G. Smith, publisher of the Wilkes-Barre Times-Ledger.

### "Capper's Farmer" Moves Advertising Headquarters

Advertising headquarters of *Capper's Farmer* have been moved from 420 Lexington Avenue, New York, to 203 North Wabash Avenue, Chicago. H. H. McCormack is advertising manager.

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## "Now Let's Sell the Public a Real Idea"

Having Proved It Could Sell Merchandise, the Militant Washing Machine Industry Takes a Look Ahead

THE washing machine industry did a noticeably better job of selling in 1931 than it did in 1930. Some individual concerns failed to earn as much money as in former years. Some concerns did not adjust themselves as rapidly as others to the new conditions.

### *Twenty-seven Manufacturers Made Sales Gains*

But as a whole the industry weathered the storms of 1931 without running up any distress signals. The twenty-seven manufacturers who belong to the American Washing Machine Manufacturers' Association made notable sales gains last year. They believe that 1932 will see them making further progress; and if anyone insists on knowing the grounds for this belief, they can point to the results of their resourcefulness in selling during the year just closed.

It wasn't so very long ago that washing machine salesmanship consisted chiefly in ferreting out families where the laundry was being done by hand. The size of the income didn't matter so much as its steadiness. No one could reasonably deny that the washing machine saved labor and that argument made sales.

That situation changed quickly and rather dramatically a little over a year ago. Incomes took a nose-dive. The sharp edge of the labor saving argument turned dull. Apparently the washing machine manufacturers and their sales forces were not bothered. They turned to those families that had never thought of doing their washing at home. Their incomes had come down, too, but they could and did buy washing machines when the economy appeal was stressed. Where labor saving no longer kindled the interest of buyers, money saving found a ready response.

More than ordinary ingenuity

was displayed by salesmen last year in finding new users of washing machines, J. R. Bohnen, secretary of the association, tells PRINTERS' INK. Someone made the discovery that garages have to cleanse chamois skins and cloths frequently. That opened up a new outlet for sales. Someone else began to think about clubs, cafeterias and restaurants. That helped many a salesman to make his quota. Hospitals, sanitariums and the domestic science departments of schools began to find washing machine salesmen eager to demonstrate what washers would do for them. A good many of them bought machines.

Now the industry is beginning to give some serious thought to a new kind of selling. In the past the job has been almost entirely one of selling the product. Competition has talked persuasively to the housewife about the drudgery and drabness of wash-day at home. Women in a thousand cities and towns have been told regularly that doing the laundry at home is as old-fashioned as using kerosene lamps or candles. The washing machine industry has never answered that argument with anything like unanimity.

### *Wash-at-Home Idea to Be Featured*

"It's high time for us to sell the idea of washing in the home," just about sums up the feelings of some of the largest manufacturers nowadays. They feel that they have a convincing story to tell. Clothes will last longer if they are laundered by machine at home, they contend. And the family can actually save money even while the machine is being paid for. "As for drudgery, how about letting a demonstration help you to decide that question for yourself?" their story runs.

Several manufacturers, acting as

# This is what we mean



These Tower studio photographs will illustrate "The Perfumed Trail" in the April issue of "The Illustrated Detective"

## Photographing "The Perfumed Trail" with a Distinguished Cast

**I**NSTEAD of a mystery story developed with fictional people, *The Illustrated Detective Magazine* presents, in a new series, mystery fiction developed around living people and acted by them. The char-

acters came to Tower Studios to play their parts before the camera. The first of this series, "The Perfumed Trail", written by the famous mystery writer, Anthony Abbott, appears in the April issue. Watch for it.

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# ready a new kind of EDITORIAL APPEAL



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Editorial departures like the radio stories introduced by Tower Magazines, like the earlier tea table debates of great interest in *The Home Magazine*, like the world famous writers given freedom to

## Cast of Characters

**CLAUDETTE COLBERT**  
**GRACE PERKINS**  
**LOWELL BRENTANO**  
**MRS. LOWELL BRENTANO**  
**JOHN HELD, JR.**  
**MRS. JOHN HELD, JR.**  
**W. ADOLPHE ROBERTS**  
**RAY PERKINS**  
**MRS. RAY PERKINS**  
**MCCLELLAND BARCLAY**  
**MRS. MCCLELLAND BARCLAY**  
**ANTHONY ABBOTT**

write honestly of the movies in *The New Movie Magazine*, like the charming love stories of famous people in *The Illustrated Love Magazine*—these are what we mean by a new kind of editorial interest. In this fresher approach we can find the reason, in this day of declining circulations, for the continuing and insistent demand for more than 1,300,000\* copies of Tower Magazines now released every month.

\*Monthly guarantee 1,250,000  
A. B. C.

## TOWER MAGAZINES, Inc.

55 Fifth Ave., New York 919 N. Michigan Ave., Chicago

individuals, are putting a little pressure on the wash-at-home idea in their advertising now being prepared. However, acceptance of a principle of that kind is usually brought about most quickly and most economically when an industry acts militantly as a unit. The washing machine industry today can produce three or four times as many machines as are being sold without adding to its manufacturing facilities. It has given proof of an ability to adapt itself to and profit during unfavorable times. The time may be ripe for consideration of some kinds of co-operative effort.

### W. M. Hughes with Richmond "Times-Dispatch"

W. M. Hughes, formerly with the *Cleveland News*, has been appointed assistant business manager in charge of advertising of the *Richmond, Va. Times-Dispatch*, taking over the duties of H. R. Weaver, formerly advertising manager. W. N. Penny has been appointed assistant advertising manager of the *Times-Dispatch*, succeeding Matt Wiltshire, formerly in charge of local advertising.

M. B. Sacks continues in charge of national advertising and G. N. Benjamin remains in charge of classified advertising. L. L. Cardona is business manager.

### Sweetland Heads Seattle Business

Ben J. Sweetland has established a new business at Seattle, Wash., under the name of Kelpkoe, Inc. It will engage in the manufacture and distribution of products made from kelp-algae from the Pacific Ocean. Mr. Sweetland, who will make his home at Seattle, will continue to be associated with Sweetland, Newton & Martin, Inc.

### W. M. Baldwin Advanced by Pierce-Arrow

William M. Baldwin, for the last fifteen years a member of the advertising and sales staff of the Pierce-Arrow Motor Car Company, has been appointed director of advertising and sales development.

### Runkel Account to Katz

Runkel Brothers, Inc., New York, Runkel's chocolate and Runko malted milk, has appointed the Joseph Katz Company, of that city, to direct its advertising account.

## Knox Starts Drive Against Hoarding

PRESIDENT HOOVER'S campaign against hoarding got under way early this week following a conference with Colonel



Frank Knox

Frank Knox, publisher of the *Chicago Daily News*, whom the President has appointed to direct the campaign. It is expected that headquarters will be established at Chicago.

Colonel Knox is asking the heads of each organization which attended the President's conference on the hoarding problem to accept membership on a national committee. The problem will be attacked, he explains, on a community basis, and that what is to be done must be done quickly and against the clock.

"Essentially the campaign must be waged on the community plan," he said, "with two main objectives. First the solution of the hoarding problem, a very important one, and second, but even more important, to bring home to the various communities that the problem is their own and must largely be solved by the citizens of each community themselves."

### New England Newspapers Appoint Dorrance, Kenyon

Dorrance, Kenyon & Company, Boston advertising agency, have been appointed to direct a co-operative advertising campaign sponsored by The New England Daily Newspaper Association in co-operation with the New England Council. The campaign is now running in newspapers and advertising publications.

### Propper-McCallum to Hazard Agency

The Propper-McCallum Hosiery Company, Inc., New York, has appointed the Hazard Advertising Corporation, of that city, to direct its advertising account.

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# **How *is* Mr. Grant's Golf Game?**





*or*

**How is Mray?**  
*and*

**How is Mrrow  
Bridgem**

**HOBBIES**—the known and definite interests and pursuits of your prospect . . . how all-important they are in establishing the personal equation which is the foundation for your sale!

■ ■ ■

Consider, then, the magazine as your salesman in print.

How much of your medium's ability to sell your goods grows out of its close contact with the known and definite interests of its readers!

# Gray's Dog?

# Crown's game?



**THE AMERICAN LEGION MONTHLY** serves 3 major known and definite interests of more than a million men

**1. in progress and achievement**

Nearly all of a million and more Legionnaires are in the 30 to 45 age group—the great period of accomplishment. What more natural than that one of their primary interests should be in the subject of achievement—their own and their country's?

**2. in adventure, sport and the out-of-doors**

A million men of action . . . men possessed of a common background of adventure . . . turn to stories of action and adventure . . . mystery . . . conflict . . . sport.

3. in news of the activities of the greatest association of Americans.

A comradeship formed in armed conflict is pointed forward into the activities of peace—and finds its outlet in the many and varied projects of more than 10,000 Legion posts in which more than a million Legionnaires participate.

These 3 known and definite interests form the editorial pattern of **THE AMERICAN LEGION MONTHLY**. It deals richly in every issue with these subjects of known and definite interest—and it deals with no others.

All of which means cover-to-cover reading.



Here is a salesman  
which gets in  
which holds the attention of a million prospects  
which introduces your message under the unequalled aegis of intimacy.

*The American*  
**LEGION**  
MONTHLY

521 FIFTH AVENUE, NEW YORK

Bell Building, Chicago, Ill.  
Park Square Building, Boston, Mass.  
Blanchard-Nichols-Coleman

Los Angeles

Seattle

San Francisco

Atlanta





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## Business Books in Brief

**ADVERTISING MEDIA.** By Hugh Elmer Agnew. (D. Van Nostrand Company.) Professor Agnew set himself a difficult task when he conceived this book. His task was to write a comprehensive, thorough and fair discussion of the subject of mediums. As he points out in his preface, writers on advertising have avoided this subject and yet there has always been a need for a book on media to put into the hands of the beginner in advertising work as well as the more experienced practitioner.

The author commences his work with a discussion of what constitutes an advertising medium. He then talks about the classification of media, circulation and how it is promoted, and factors to be considered in comparing rates. From this point on he discusses various advertising media, giving a brief history of each medium and then pointing out impartially its advantages and disadvantages.

Doubtless sellers of advertising space will find much to quarrel about in Professor Agnew's findings. On the other hand, it will be difficult for anyone, once having read the book thoroughly, to find fault with the author's obvious effort to treat each medium fairly and comprehensively.

With the publication of "Advertising Media" a yawning gap on the business library shelves is filled better than adequately. Professor Agnew is to be congratulated on a painstaking task well done.

**Consumer Engineering.** By Roy Sheldon and Egmont Arens. (Harper & Brothers.) This is a book to make business healthily dissatisfied with itself. It talks about the day when everything, from railroad coaches and motor cars to pencils and kitchen clocks will be correctly designed from the standpoint of beauty and utility. In doing so it makes the manufacturer of coaches, cars, pencils or clocks realize how bad his present designing is.

The consumer engineer, as pre-

sented by the authors, is quite a bit the superman. He is grounded not only in matter-of-fact problems of production and merchandising but in the much deeper and subtler problems tackled by the sociologist and psychologist. He must know business and people and he must be able to interpret people to business. He must have a foreknowledge of changes in public taste. He must be mechanical-minded and inventive, and above all an artist with a lively imagination. His is the science of finding customers and involves the making of customers when business is slim.

Such a man may seem at first sight to make the dreams of Nietzsche seem commonplace and conservative but as the authors develop their theme, quoting chapter and text from the business history of the last few years, it becomes apparent that although the consumer engineer envisaged by them does not exist yet, his work has been and is being done successfully.

Boiled down to its essentials, the message of the authors is that we are just beginning to understand the sales importance of design and are just learning to question the design, beauty and convenience of everything we make. This is an inspiring, thought-provoking record of what has been done as well as a prophecy of what still remains to be done.

\* \* \*

**There Is This about Letters.** A collection of lectures delivered before the Six O'Clock Club of St. Louis. (The Gerding Publishing Company.) The Six O'Clock Club would seem to have been particularly fortunate in its choice of speakers, because the talks, reprinted in this book, make an excellent course in the how-to's of good sales letter writing. Here is practical stuff that has worked, described by the people who made it work. The one minor drawback of an otherwise helpful book is the inclusion of the feeble jokes that many speakers feel are essen-

tial to any talk, whether it be on business or sociology.

\* \* \*

**Newspaper Organization and Accounting.** By A. S. Van Benthuyssen. (Prentice-Hall, Inc.) An admirably exhaustive analysis of a complicated subject, this book should serve as a reference work for newspaper publishers both large and small.

\* \* \*

**The Story of My Life.** By Herbert N. Casson. (The Efficiency Magazine. London). **Selling More Life Insurance.** By Herbert N. Casson. (The Efficiency Magazine. London.) Mr. Casson has touched many lives and stimulated many minds in Canada, Great Britain and the United States. He was one of the early sponsors of the efficiency movement and is still sponsoring it. He has been a voluminous writer of articles and books (he has written seventy books) on many phases of business. He was for a number of years an active journalist and was co-founder of one of the largest advertising agencies in the United States. He is now in England, still thinking, still writing. As is to be expected his autobiography is as interesting and stimulating as anything he has ever written and will be of particular interest to students of the history of advertising in the United States and Great Britain. "Selling More Life Insurance" is another of his inspirational-factual books on selling. It follows well-worn pathways, but in spite of that probably will have some value to the beginner in the insurance field.

\* \* \*

**Business Machines.** By Perley Morse. (Longmans, Green & Co.) As is fitting in a machine age, the office has become mechanized. The extent of this mechanization is astounding, particularly to the executive whose knowledge of business machines is confined within the limits of his own office. Mr. Morse, a C. P. A., has made an extended study of business machines and in this book tells something of their history and development as well as how they are used.

His purpose is to create a greater appreciation of the value of the business machine and, in so doing, to create a dissatisfaction on the part of business men with the antiquated and wasteful equipment which many of them still employ.

\* \* \*

**Unemployment Benefits and Insurance.** (National Industrial Conference Board, Inc.) The conclusions reached in this book are that unemployment is largely uninsurable; that it is possible to apply insurance principles to unemployment if the plan is definitely limited in coverage; that while a private unemployment insurance plan could, under proper management, be kept within the limits essential to successful operation, experience shows that this is not practicable in the case of a general plan of compulsory public unemployment insurance; that experiences with public unemployment insurance in other countries have shown that it is open to serious objections; that the development of private plans represents at best only a partial solution to the social problems of unemployment; that unemployment insurance is not immediately applicable as a remedy for the present unemployment emergency which must be met by relief measures; and that unemployment insurance must be regarded merely as a partial palliative of the hardships of unemployment, not as a cure.

\* \* \*

**America's Tomorrow.** By C. C. Furnas. (Funk & Wagnalls Company.) One of the blithest and most believable of the "Whither America" books. Professor Furnas projects himself into the future where mass production methods have made possible, even necessary, the two-hour working day and the workers have adjusted themselves educationally, biologically and sociologically to the situation.

---

Michael M. Brodsky has joined the staff of *Modern Living*, New York, in charge of production.

# - PEORIA -

## ONE OF FOUR

### CITIES IN THE UNITED STATES

**Peoria  
Plus  
Signs**

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TO SHOW  
**GAINS IN  
BUILDING**  
PERMITS

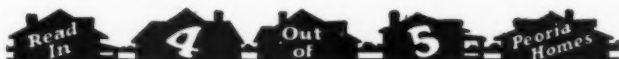
In Peoria, building shows a gain over December of 1929, a gain over December of 1930, and a gain during December over November of 1931.

Only three other cities — St. Paul, Louisville and Little Rock show a record comparable to that of Peoria.

This is but one of the many "plus signs" to be found in this rich Peoria Market.

To reach 4 out of 5 Peoria homes, and 20,000 homes in the Peoria trade area, concentrate in the

## PEORIA JOURNAL-TRANSCRIPT



CHAS. H. EDDY CO., National Repr., Chicago, New York, Boston  
Member: Major Market Newspapers, Inc.

# Inquiries Need More Than Dealer Follow-up

FOLMER GRAFLEX CORP.  
ROCHESTER, N. Y.

Editor of **PRINTERS' INK**:

We shall very much appreciate the receipt of a list of any articles you may have published in your magazines relative to the methods in vogue by manufacturers in inducing their dealers actually to follow up inquiries arising out of national advertising.

J. F. MEYER,  
Sales Manager.

**I**NQUIRIES must be acknowledged immediately. They should be passed on to the trade promptly. Tabs must be kept on dealers to see that they make use of the sales leads given them and that they do not relinquish their follow-through efforts until they have definitely ascertained that no sale is to be had.

The problem of getting dealer co-operation on inquiries does not begin with the sending of prospects' names to dealers. It begins with the decision to use coupons in one's advertising. The coupon must plan, so far as possible, to attract worth-while inquiries. Copy which deliberately sets a trap to secure names may reduce inquiry costs but it will not encourage whole-hearted dealer follow-up. It does neither advertiser nor dealer any good if the dealer, taking a prospect list seriously, uncovers an undue proportion of curiosity seekers, children, and those who merely wish they could buy the product advertised.

Dealers have a habit of magnifying these unproductive aspects of follow-up work. So far as possible useless leads should be eliminated by so wording the coupon as to get the interest of those prospects who are likely to respond to the missionary efforts of the dealer. There are many systems for getting effective dealer co-operation. They have been described in detail in a number of articles in the **PRINTERS' INK** Publications. A list giving the dates of issues and page numbers of these articles will be sent on request.

It is acknowledged that any system can be defeated by an unsales-

manlike attitude on the part of dealers who give no heed to sales tips. Dealers in small towns are inclined to prejudice the value of a prospect's name, relying entirely upon his knowledge of people in a community. Dealers in large towns frequently are unwilling to educate demand which, they feel, may be satisfied through rival dealers.

Manufacturers who use the inquiry to get sales and who depend upon the dealer to follow through must undertake the task of educating their trade to the fine possibilities of following every tip to the bitter end. Upon manufacturers is it incumbent that dealers be shown the light so that they will throw away no chance to make a sale.

With a continuous campaign of education as the ground-work, the next step in building dealer co-operation is the establishment of a systematic method of follow-up. This will enable the dealer to act while an inquiry is hot. It also will reveal which dealers because of their selling use of the information given them, are entitled to receive further inquiry leads.—[Ed. **PRINTERS' INK**.

## Health-O Account to Procter & Collier

The Milson Company, Cincinnati, manufacturer of Health-O Quality Products, has appointed The Procter & Collier Company, of that city, to direct its advertising account. Magazines and newspapers will be used.

## "Grit" Appoints G. H. Mills

Gordon H. Mills, formerly with the Philadelphia office of Erwin, Wasey & Company, has been appointed foreign advertising manager of Grit Publishing Company, Williamsport, Pa., publisher of *Grit*. He will make his headquarters in the offices of the John Budd Company, New York.

## Fishing Line Account to Albert Frank

The U. S. Line Company, Westfield, Mass., manufacturer of fishing line, has appointed the Boston office of Albert Frank & Company to direct its advertising account.

## Put a Brass Tack in the Quality Market

**LEAVING** all ballyhoo and high-pressure selling talk outside—and getting down to brass tacks, the Barron Group publications reach the quality market right at the source—the pocket-book.

Barron Group publications—The Wall Street Journal, Boston News Bureau, and Barron's, The National Financial Weekly—are read for dollars and cents reasons. The news about money is vital to those who have money. It is vital to few others. Hence, the circulation of the Barron Group is one without waste to advertisers who sell quality products. It is a circulation where money circulates.

*If your space problem is to reach those who can afford to buy quality products—take this short cut to the largest "dollars and cents" reading public. Put a brass tack in the quality market at the point where it counts the most.*

*A special rebate covering all three papers of*

### THE BARRON GROUP

*This special rebate will be quoted to advertisers or advertising agencies upon application.*

Address either: E. B. Ross, Advertising Department of The Wall Street Journal, 44 Broad Street, New York City, or Guy Bancroft, Advertising Manager of Boston News Bureau, 30 Kilby Street, Boston, Massachusetts

## The BARRON GROUP

**The Wall Street Journal**

**Boston News Bureau**

**Barron's, The National Financial Weekly**

# Edited— for 1932

A MAGAZINE is merchandise, just as much as a cake of soap or a pound of coffee.

But its editorial appeal is its suds and flavor. That must be modern—*built for 1932*—for on its editorial platform every magazine must stand or fall.

Unless, like The American Weekly, a magazine capture and stir the interest and the imagination of the people it cannot expect to hold the support and indulgence of the advertiser.

double that of its nearest competitor.

And that, obviously, is because it interests nearly twice as many people.

reach the eyes of more than one member in every family.

With a full-page advertisement printed in four colors you can reach all these families, located in the nation's richest buying areas at a cost of less than  $\frac{1}{3}$  cent per family.

## *Where this magazine goes*

The American Weekly dominates the urban markets by concentrating 70% of its total circulation

in another 172 cities, 26 to 36%

... and, in addition, more than 1,700,000 families in thousands of other communities, large and small, regularly buy



capture and stir the interest and the imagination of the people it cannot expect to hold the support and indulgence of the advertiser.

double that of its nearest competitor.

And that, obviously, is because it interests nearly twice as many people.

Why?—Examine it if you please:

From cover to cover it is written for 1932 and not for 1922.

—Dramatic episodes from the lives of real people made vital and absorbing by accurate and skilled writers.

—Fascinating facts of nature.

—Articles on health and human psychology.

—Scientific progress related as entrancingly as the Arabian Nights.

—Fiction by the best story tellers of our day.

—Romance—adventure—fashion—every facet of human interest set alive and sparkling by the magic touch of journalism.

—All twined and intermingled to make up the most interesting magazine in the world.

Because its interest is so wide and varied, the advertising pages which accompany this magazine

## Where this magazine goes

The American Weekly dominates the urban markets by concentrating 70% of its total circulation in the 173 cities, 28 to 30%.

... and, in addition, more than 1,700,000 families in thousands of other communities, large and small, regularly buy The American Weekly.

That is why The American Weekly offers the drive and force required to sell goods in 1932.

That is why in lean times as well as fat The American Weekly marches on while others lag.

Where can you spend your advertising dollar more effectively?



## Cock - A - Doodle - Doo

January, 1932, was the largest January in volume of advertising linage and revenue in the history of The American Weekly.

# THE AMERICAN A WEEKLY

Greatest  
Circulation  
in the World

Main Office: 959 Eighth Avenue, New York City

Branch Office: PALMISTE BLDG., CHICAGO · 5 WINTHROP SQUARE, BOSTON  
713 BORTH BRAY, LOS ANGELES · 222 MONROE BLDG., SAN FRANCISCO  
11-250 GARFIELD MOTORS BLDG., DETROIT · 1138 HARVEY BLDG., OAKLAND  
101 MARIE ST., ATLANTA · INTERNATIONAL BLDG., ST. LOUIS

# A Selfishly Unselfish Utility Campaign

New York Companies Are Using Newspaper Space to Urge Customers to Use All of the Current for Which They Are Paying

**"YOU** wouldn't waste beefsteak you've bought—use all the electricity you pay for!"

As this graphic headline implies, the four public utilities of New York—electric companies in the New York Edison system—whose names appear under the newspaper advertisement carrying it are out to make their customers use all the juice they are entitled to. It would seem that the less juice used, the cheaper it would be for the utilities to operate and in this respect this series is wholly unselfish in its motive. But these utilities have their reasons for calling on advertising to tell their customers to get their money's worth and this is the story:

Last June the Public Service Commission allowed these utilities to establish a new rate which embodied a minimum charge of \$1 a month. Without this minimum charge the utilities were serving a substantial group of customers at a loss, due to the fact that there were many accounts on their books whose bills did not cover the cost of reading meters, sending out the bills, etc. Now that the minimum charge is in effect, they feel that much of the antagonism this charge has created can be dispelled by educating customers through this newspaper advertising to the advantages that can be derived from using the full ten kilowatt-hours of current to which this minimum charge entitled the customers.

The problem is being approached by suggesting the use of electric appliances which will bring the amount of current used up to the ten kilowatt-hours minimum—and even over—but which will also bring time saving and a long-term economy into the home. This series thus falls into the general educational advertising these utilities have been doing on increasing

the use of electric current. It specifically attempts to maintain the good-will of that group which uses less current than the minimum charge covers. The advertising attempts to lift as many as possible out of the group by pointing out that they are not using what they have paid for.

New York utilities have a greater problem with this group of minimum users than those in other cities because so many New Yorkers live in small apartments and because they also spend a great deal of time away from their homes. In addition, of course, this group is augmented by people of very limited income who consider electricity, probably, more expensive than it really is and endeavor to hold down its use. Even to this group these utilities feel that they

*You wouldn't waste  
beefsteak you've bought—  
Use all the Electricity you pay for!*



**O**ur customers pay a monthly minimum charge which buys an allotment of current. Some use only part of it.

Maybe they think of electricity only as light. It is more. Electricity can be used in the home to heat, to cook, to power, to illuminate, to power, to power, to power. Get the full benefit of what you buy!

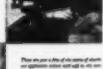
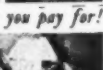
Most electrical appliances consume little current. In using up one kilowatt-hour—

- you may save more on the water
- a toaster consumes less than a stove
- a vacuum cleaner uses less than a motor
- a sewing machine uses less than a motor

You can buy such electrical appliances on easy terms at our electric stores or many other stores.

If you've been paying for ten kilowatt-hours and only using three or four, be steady. Use up the rest or no extra cost for current.

**The New York Edison Company  
Brooklyn Edison Company, Inc.  
The United Electric Light  
and Power Company  
New York and Queens Electric Light  
and Power Company**



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have a legitimate appeal, in that once the initial cost of appliances is surmounted, an increased use of current for these appliances can mean an economy to them in various ways.

"Found—some electricity you've paid for" is the headline of another advertisement of this type. "When you pay the minimum charge for your monthly electric bill," reads the copy, "you buy ten kilowatt-hours of current. We urge our customers who live in small homes and apartments to use all ten. We are not entirely unselfish in urging this. It is our hope by a larger use of electricity you now pay for, you will come to realize the many different ways it will work for you—so in time you will use even more. But in any case you should not waste the current you are entitled to for the minimum payment." The advertisement then illustrates the appliances which will help use the extra kilowatt-hours.

The companies under whose signature the advertising is appearing are: The New York Edison Company, Brooklyn Edison Company, Inc., The United Electric Light and Power Company and the New York and Queens Electric Light and Power Company.

### Heads Charles Morris Price School Alumni

George Schabacker, of the advertising department of the Pennsylvania Railroad, has been elected president of the Alumni Association of the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club of Philadelphia. Other officers elected are: James Hurley, vice-president; M. Vernon Swenk, treasurer; Catherine Clynes, recording secretary, and Sarah Sweeney, corresponding secretary.

### Appoints Kupsick

The Hotel Chesterfield, New York, has appointed J. R. Kupsick, New York, to direct its advertising account. Newspaper, magazine, business paper, direct-mail and outdoor advertising will be used.

### Death of T. H. MacRae

Thomas H. MacRae, president of MacRae's Blue Book Company, Chicago, died last week at New York at the age of fifty.

## Depression, Overtaxed, Gets a Substitute

THE TAX COMMISSION OF OHIO  
COLUMBUS, OHIO

Editor of PRINTERS' INK:

Eddie Cantor, on the Chase and Sanborn hour, recently, said, in effect: "Whenever you use the word 'depression,' bite your lips and repeat the thought, using the word 'reconstruction' in its stead."

Now in my work you may know that I hear plenty in which the word depression is expressed. Quite naturally, it crept easily and unnoticed into my own conversation.

I decided to follow Cantor's advice. You'd be surprised how quietly and effectively the word "reconstruction" rolls out, and what a different tinge it gives to the color of conversation. It would, you know.

Why I have gone that one better even. I keep a personal index of the subjects in which I am most interested which appear in PRINTERS' INK. I've substituted a "Reconstruction" card for the "Depression" card, embracing the same topics of course, but it tones up the whole file.

BROOKS BURNSIDE,  
Corporation Department.

## Corporate Trust Shares to Edwin Bird Wilson

The Administrative & Research Corporation and Ross Benson & Company, both of New York, Smith Burris & Company, Chicago, Omaha, New Orleans and Detroit, and Ross Benson & Company, of Salt Lake City and Los Angeles, sponsors and syndicate managers of Corporate Trust Shares, have appointed Edwin Bird Wilson, Inc., New York, to direct their advertising. Magazines, newspapers and banking and financial journals will be used.

## Joins Bureau of Feminine Hygiene

James C. Jones, formerly business manager of *Beauty Culture Magazine*, has joined the Bureau of Feminine Hygiene, Inc., New York, as director of publicity and sales through retail stores. Most recently he has been active as retail sales counselor.

## Ivel Displays Opens Chicago Office

Ivel Displays, Inc., New York, window and store advertising, displays, etc., has opened an office at 4033 West Lake Street, Chicago. Alfred T. Savino has been appointed manager of the new office.

## L. B. Sherman with Rupert Thomas Agency

LeRoy B. Sherman, formerly advertising manager of the *Newstand Group* of magazines, has joined Rupert Thomas, Advertising, New York, in an executive capacity.

# **One Word Tells the Story**

## ***Economy of Voluntary Circulation***

Every copy of Tower Magazines is purchased by a shopping woman for just one reason . . . intense interest in a new and livelier editorial content.

There are no waste copies.

## ***Economy of Concentrated Circulation***

100% of Tower Magazines' circulation is laid down in the 1204 profitable markets where 75% of the retail business is done.

There is no waste there.

## ***Economy of Selling Costs***

Cost of selling and cost of distributing merchandise is lowest where the greatest number of dealer outlets are concentrated and where the biggest outlets are. In the 1204 Tested Key Markets where Tower Magazines' 1,300,000\* circulation is concentrated there are 219,476 grocery stores, 34,817 drug stores, 4,836 department stores. Many manufacturers now use these 1204 tested markets as the basis of their selling efforts, concentrating their outlets, their magazine circulation, their salesmen, broadsides, etc., in these markets of first importance.

## ***Economy of Rate***

The lowest rate of any of the leading women's magazines. \$2,500 per black and white page. One-fifth of a cent per family.

\*Monthly guarantee 1,250,000 A. B. C.

## **TOWER MAGAZINES, Inc.**

55 Fifth Avenue, New York  
919 N. Michigan Ave., Chicago

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## Tower's Circulation Parallels Distribution of Income and Retail Sales

Middle Class Best Market for Retailers  
Tower Magazines Direct Your Sales Effort in Natural Ratio to Your Sales Base  
Tower Covers Real What Is in It  
Tower's Circulation Parallels Distribution of Income and Retail Sales

### 75% of Annual Retail Sales Volume Concentrated in 1204 Tested Key Markets

Tower Magazines Evaluate Circulation Areas in the Shopping Center  
Middle Class Best Market for Retailers  
Tower's Circulation Parallels Distribution of Income and Retail Sales



Retail Stores Around Chief Cities, New York City



Retail Stores Around Chief Cities, Philadelphia



Tower Magazines  
Tower's Circulation Parallels Distribution of Income and Retail Sales  
Middle Class Best Market for Retailers  
Tower's Circulation Parallels Distribution of Income and Retail Sales

Getting Business  
Where There is  
Retail Business  
Tower's Circulation Parallels Distribution of Income and Retail Sales

How to Get Sales  
Tower's Circulation Parallels Distribution of Income and Retail Sales  
Tower's Circulation Parallels Distribution of Income and Retail Sales

Items Sold in  
Drug, Dept. and  
Grocery Stores  
Tower's Circulation Parallels Distribution of Income and Retail Sales

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### Comparative of Various Retail Businesses in The 1204 Important Tower Magazine Markets

Tower's Circulation Parallels Distribution of Income and Retail Sales  
Middle Class Best Market for Retailers  
Tower's Circulation Parallels Distribution of Income and Retail Sales



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Tower's Circulation Parallels Distribution of Income and Retail Sales

Every word in TOWER NEWS is focused on ECONOMY. This summary of progress tells why grocery, drug, department store products sell economically thru Tower Magazines. Send for Tower News, the Story of Tower Magazines.

# Dramatizing the Undramatic

Westinghouse Campaign in Business Papers Based on Simple, Interesting Test to Be Made by Prospect

**W**ITH the use of electricity for lighting purposes as universal as it is today it would be easy to assume that the market for electric light lamps is limited to sales for replacement purposes. The Westinghouse Lamp Company, however, as a result of a careful study of its market, has found that in a large percentage of places where electric lighting is used it is inadequate fully to serve its purpose.

The Twilight Zone campaign which that company is now conducting aims, therefore, not so much to sell lighting as to sell more lighting, and consequently, more lamps. "Twilight Zone," the phrase upon which this campaign is based, is the Westinghouse company's term to designate that deceptive half-light which exists between obvious darkness and adequate illumination.

This campaign, which is an educational campaign whose purpose is to teach the waste and inefficiency caused in various fields by improper lighting, has been under way for three years. Judging from the satisfactory results so far it is due for many more years of successful existence. This year, however, the company has introduced a novel angle to instil new life into its advertising in the form of the "phone book test."

## *An Easy Test to Make*

This test consists of a simple means of ascertaining the adequacy of the lighting in any given spot by finding out with how much ease a phone book can be read in that spot. The test, which is being featured in all phases of the campaign, obtains its highest value from its simplicity and the accessibility of the materials with which to make it.

The test has the additional value of lending itself readily to dramatization in advertising copy and other promotional material. In its

advertising Westinghouse suggests that the phone book test be made in spots where lighting, to fulfil its purpose, should be good. Dramatic illustrations are used in each advertisement, showing the test being made. Curiosity aroused by the advertising, the company feels, will contribute to urge most of the readers to make the test and the company estimates that in a large percentage of cases, the illumination will prove to be inadequate.

## *Phone Book Test Featured in Advertising*

The Twilight Zone angle, together with the suggestion of the phone book test, is being featured in Westinghouse advertising in business papers in various fields, as well as in consumer publications which will reach the home lighting field. In addressing the home market, however, the company has felt it advisable to soft-pedal the Twilight Zone phrase, because of the association of the word "twilight" with coziness and comfort, which is quite the opposite of the impression which the company wishes to convey of such lighting.

In its campaign the company is receiving the co-operation of the public utilities companies, which are not only dealers in lighting equipment, but which are also directly interested, of course, in increasing the lighting load. For their use, as well as that of independent dealers, the company has prepared advertising material and dealer helps which it sells to the power companies and dealers at a reasonable rate. This includes booklets covering the lighting problems in each of the fields to which the campaign is addressed and a series of four letters prepared for each of these markets, as well as inserts, mailing pieces and window and counter displays. All of this material features the Twilight Zone idea, as well as the current angle of the phone book



*The Principal Advantage of the Phone Book Test Is Its Simplicity*

test. Manuscripts of talks upon various phases of lighting, with slides to accompany them, have also been prepared for the use of public utilities executives who wish to address groups of business men or clubs.

The booklets which the company has prepared for each of the fields in which it is attempting to sell better illumination represent comprehensive studies of the lighting problems of the field to which they are addressed. The main purpose of the booklet, in each case, is to create an interest in good illumination and to point out, with actual examples, the waste and inefficiency that accompanies poor lighting. In each case concrete and definite suggestions of improvements in lighting are included. There is no direct attempt to sell Westinghouse lamps. The Westinghouse name, in fact, is not featured in the booklets, a space being allowed for the public utility company or dealer to print his own name.

The markets which the campaign now covers, with separate plans for the promotion of improved lighting in each field, include industrial plants, stores, public buildings, street lighting, school lighting, floodlighting, electrical advertising, aviation lighting and home lighting. Each of these fields has been carefully studied

and its potentialities as a lighting market analyzed. The direct purpose of the campaign, in each case, is to prove to those whom it addresses that money can be saved by spending money on improved lighting.

The success of this campaign to overcome inadequate lighting has been apparent by the increased sales of Westinghouse lamps. The company is continuing the campaign in full force this year and estimates that the Twilight Zone angle will retain its value as an advertising feature for perhaps another five years.

### Advanced by "Food Industries"

William Handley, formerly representative in the New York metropolitan area of *Food Industries*, New York, has been appointed assistant business manager. He will be succeeded in the New York territory by R. F. Boger.

### Joins Lewis-Waetjen Agency

Byrne Bauer, formerly vice-president of Harold D. Frazee & Company, Inc., New York, has joined the Lewis-Waetjen Agency, Inc., also of that city, as vice-president in charge of marketing and merchandising. He will also be in charge of the radio department.

### Appoints Campbell-Ewald

The Hutch-Gard Corporation, Ltd., San Francisco, manufacturer of Dynatropes, a new miniature power converter, has appointed the San Francisco office of the Campbell-Ewald Company, Inc., to direct its advertising account.

"How can we sell in this market?"

"Let's consider vending machines"

**It Pays**

PRIVATE

We have been more than pleased with the results of our campaign in Printers' Ink so far—as a matter of fact—we have received so many inquiries it has been really difficult to follow them all up properly.

Mills Novelty Company

WRITE

**MILLS NOVELTY COMPANY**

4100 FULLERTON AVENUE, CHICAGO, ILL.



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Fickle Chance throws a switch—and a market on which the spotlight has shone for years is suddenly blacked out. But there are more ways to sell than one.

The dawn of the automatic era discloses countless mechanical vending opportunities. Read the Book, "Automatic Merchandising" issued by Mills Novelty Co., 4100 Fullerton Avenue, New York, N. Y. Sent free to executives.

**And good copy on anything that helps solve advertising or marketing problems falls on fertile ground when appearing in the Printers' Ink Publications. Reach the men who count in the concerns that are America's aggressive merchandisers and advertisers.**

# Unsolicited Merchandise Again Before Congress

Legislation on Much Discussed Subject Is Apparently Nearer, and Practice Seems to Be Waning

ART GRAVURE CORPORATION  
NEW YORK

## Editor of PRINTERS' INK:

One of our clients has just written us there are bills now being placed before Congress which, if passed, will prohibit the sending of unsolicited merchandise through the mails.

If you have any information on these bills, will you kindly let me know?

HENRY B. WILLIAMS,  
Sales Manager.

THE bills to which Mr. Williams refers are H. R. 484 and S. 1663. H. R. 484 is being sponsored by Representative Harry W. Watson of Pennsylvania who introduced a similar bill in a previous Congress. The nub of the bill is in these words:

"That hereafter unsolicited merchandise which any person desires to send for the purpose of sale to the addressee shall not be accepted for mailing."

Section II of the bill says in part:

"If such unsolicited merchandise is deposited in the mails by other than an authorized religious, charitable, or eleemosynary society or institution, it shall not be delivered to the addressee, but, under such regulations as the Postmaster General may prescribe, shall be returned to the sender charged with postage due at double the regular rates to be collected from him upon delivery. On failure of the sender to pay such return postage the matter shall be disposed of as other dead matter."

The Senate bill is similar in its wording except that it does not make any exceptions in the case of religious, charitable or eleemosynary institutions.

On its previous introduction as H. R. 381 in 1927 the bill did not get sufficient support for passing. At that time a number of large organizations, engaged in the type of business which the bill seeks to eliminate, grouped their interests and presented their case jointly to the sub-committee. They argued

that the bill was probably unconstitutional, but that even if it were found to be constitutional, it would be impossible to carry out its terms. It was stated at that time that a number of companies would find themselves forced to go out of business if the bill were enacted.

It is significant that this legislation has had the support of the Post Office Department. In 1927 Postmaster General Harry S. New was in favor of the passage of the legislation, while Postmaster General Walter F. Brown in a recent letter to the Chairman of the Senate Committee on Post Offices and Post Roads said:

"I will state that in our judgment the bill will be improved by omitting therefrom the exceptions made in favor of religious, charitable and eleemosynary institutions. Merchandise emanating from such sources is less objectionable than merchandise handled thoroughly for purposes of individual profit, yet to most addressees such shipments constitute an annoyance. Moreover, the administration of the law would be rendered somewhat more difficult by having an excepted class."

PRINTERS' INK, on May 26, 1927, in referring to H. R. 381, said:

"The recipients of unordered merchandise are under no obligation whatever to return the merchandise or to preserve it, provided they do not use it for the purpose for which it was intended. If the merchandise is worn or used in any way by the recipient, such use, under the law, constitutes an acceptance and fulfilling of a contract, and the sender of the merchandise can collect its price. But if the recipient does not use the merchandise in any way, he is not liable for its return or preservation."

"Most of the concerns which send out unordered merchandise enclose stamps for its return, for

## FAIRVIEW FARM

Waterville, N.Y.  
Feb. 1st, 1932.

Dear Groucho:

It's a pity to spoil the effects of that swell chianti you had in Florence by mentioning a liquid as mild as milk. But milk is a pretty good drink after all, evergrowing in popularity in the States, especially in the "New York City Milk Shed" where a million and a half cows are kept busy producing milk for kids and grown-ups.

By the way, is it really true that the French paysan keeps his cows in the house? If it is, and he has as large a herd (23 head) as the average Dairymen's League member, where in heck does the family sleep?

After you've grown a little tired of those saucy French magazines, I'd like to send you a copy of a paper that's as clean as the milk our farmers sell -- the Dairymen's League News, published at 11 W. 42nd St., New York City.

Believe me, we're all proud of this sheet. Why shouldn't we be -- we own it! And what's more, we pay a dollar a year for it, too, every blooming League member of us, over 48,000 in all!

Not only that, but 8,000 independent dairymen send in a dollar apiece for it, because it's the only place where they can get the inside story of the dairy industry. And would you believe it? Even in these hard times, 3,500 truckmen, handlers of milk, plant superintendents, etc., also gladly part with a dollar a year each. A paper must be pretty good to have such reader loyalty, eh what, Groucho!

Sincerely,  
*A. Reader*  
Dairymen's League News



when they do not enclose postage the transaction constitutes a fraud. When such merchandise is received without return postage, the recipient should immediately notify the Post Office Department, furnishing complete information, so that prompt action can be taken by the postal authorities."

There are many indications that the sending of unsolicited merchandise through the mails is on the wane, although there is still a considerable volume of business done this way.—[Ed. PRINTERS' INK.

### South Carolina Chain-Store Tax Held Valid

The South Carolina chain-store tax is constitutional, the Federal District Court for the Eastern District of South Carolina has held. The exemption of gasoline filling stations does not render the law invalid, the opinion rules, since the exemption rests on a reasonable classification.

"Such stations as a general rule," states the opinion, "sell only gasoline and other articles of merchandise upon which the State collects a heavy excise tax and it was doubtless for this reason that they were exempted from the tax in question. Furthermore such filling stations are quite distinct from ordinary stores or mercantile establishments."

### Appoints Lake-Spiro-Cohn

The B. Mifflin Hood Company, Daisy, Tenn., manufacturer of Hood Kil-kraft Tiles, roofing tiles, face brick, acid rings and blocks, has appointed Lake-Spiro-Cohn, Inc., Memphis, to direct its advertising account. National publications will be used.

### "Scholastic Review" Changes Name

The name of *Scholastic Review*, Brooklyn, N. Y., has been changed to *Interscholar Review*. S. L. Levine has been assigned to cover part of the New York City territory for the publication.

### To Publish "Mummery"

*Mummery*, a monthly magazine, published by the Albee Publishing Company, Inc., 853 Broadway, New York, will make its appearance with the March issue. The new magazine, it is reported, will present a faithful pictorialization of the news of the month.

### With Teller-Dorner

Miss S. Cuomo, formerly with the plan and research department of *The American Weekly*, has joined the sales staff of Robert Teller Sons & Dorner, New York, color lithographers and printers.

### Annual Postal Guide May Contain Rural Mailing List

A mailing list, covering the greater part of the rural population of the country and available to advertisers, newspapers and publications, may form a feature of the "Annual Postal Guide" to be published in the future.

Acting on suggestion from mail-order houses, large advertisers and newspaper publishers, the Post Office Department contemplates discontinuing publication in the "Annual Postal Guide" of a list giving the number of rural routes at all offices. As a substitute for this list, it is proposed to print the number of letter boxes collectively on all of the routes from each office.

It is contemplated to compile this information in March so that it may be assembled in time for publication in the July Guide.

Study shows that, under this suggested plan, the work of separating mail at the office of address to the several routes attached thereto will be insignificant and can be performed without additional cost to the service.

A recent experiment conducted by the Department at Milwaukee, where the postmaster published and circulated a list of rural routes with the number of boxes served from each in the State of Wisconsin, proved a great aid, the Post Office Department states, to many newspaper publishers in increasing their circulation.

### Unusual Service as Usual

LARCHAR-HORTON COMPANY

BOSTON

Editor of PRINTERS' INK:

As usual, you gave the right information at the right time, in reply to our telegram. (On the use of restrictions of photographs and stories of deceased persons in advertising.) Thank you for the sort of service we have come to expect from PRINTERS' INK.

IRA NEWTON JELALIAN,  
Vice-President.

### Resigns as Greenfield Tap & Die President

Francis G. Echols has resigned as president of the Greenfield Tap & Die Corporation, Greenfield, Mass. He will continue as a member of the advisory board. Charles N. Stoddard, a Greenfield attorney, succeeds Mr. Echols as president.

### Joins Woodward & Tiernan

Edward Mead has joined the Woodward & Tiernan Printing Company, St. Louis, as a sales representative. He was formerly with the St. Louis office of Outdoor, Inc.

### To Change Page Size

Effective with its March, 1932, issue, *The Notion and Novelty Review*, New York, will change its type page size. The new type page size will be seven inches wide by ten inches deep.

# Seek Liberalization of Outside Audit Rule

A.B.C. Directors Act on Controversial Matter Held Over from Last Annual Convention

THE board of directors of the Audit Bureau of Circulations, meeting at Chicago last week, adopted a resolution suggesting to the management that in the course of the next available outside newspaper investigation special effort be made, as an experiment, to obtain as much information as possible without pledge of confidential treatment of the sources of information.

This action was taken in order to learn something definite as to how essential confidential relationships may be in the gathering of desired information. This decision followed expressions of sentiment for non-confidential procedure in an earlier conference of newspaper members of the Audit Bureau.

The conference was attended by publishers and circulation executives at the invitation of the board. The directors felt, in the words of P. L. Thomson, president of the Audit Bureau, that it would be a good idea to provide the newspaper interests an opportunity to discuss this question, which had been opened by S. E. Thomson, publisher of the Chicago *Daily Times*, at the annual convention last fall.

Mr. Thomson turned the meeting over to E. K. Gaylord, Oklahoma City *Oklahoman* and *Times*, who called for expressions of opinions. With few exceptions it was the belief of those present that, in justice to the publisher's interest in correcting wrong practices within his own organization or among his distributors, there should be some change in the method of application of the present rule so that more of the information brought out by the audit might be available to the publisher.

Counting the units of chain newspaper organizations and organized newspaper groups which were represented, the session brought the views of more than a

hundred newspapers before the board. O. C. Harn, managing director of the Bureau, presented the written opinions of a number of other newspapers on the subject.

William A. James, Hudson Motor Car Company, Detroit, was elected a member of the board of directors to succeed W. H. Dryden, resigned.

Dates for the annual A.B.C. convention at Chicago were set for October 20 and 21.

## Chester Foust Has New Duties with Erwin, Wasey

Chester Foust, recently manager of the Chicago office of Erwin, Wasey & Company, has been given a special assignment as liaison executive between the American offices of that agency. He will continue to make his headquarters at Chicago.

Z. L. Potter, for the last year adviser to the managing director of the Erwin, Wasey company's European offices, has been appointed vice-president and general manager of the Chicago office.

## "Pacific Magazine" Starts Publication

*Pacific Magazine* is the name of a new magazine which has started publication at Los Angeles to foster the development of Southern California as a cultural center. It is published by Pan Pacific Publishers, Ltd., with Clifford H. Marker, president; Dr. Walter Sylvester Hertzog, vice-president and editor, and Carner Curran, treasurer.

## Leaves "North American Review"

Ernest Fisher has resigned as business manager of *The North American Review*, New York. He has been associated with the publication in that capacity since 1929.

## Has Insurance Account

The Pennsylvania Company for Insurances on Lives and Granting Annuities, Philadelphia, has appointed Carroll D. Murphy, Inc., advertising agency, to direct its advertising account.

**H. H. WINDSOR, Jr.**

*Editor and Publisher*

of

**POPULAR MECHANICS MAGAZINE**

takes pleasure in announcing  
the appointment of

**W. J. KUECKER**

*Business Manager*

and

**A. L. SALISBURY**

*Advertising Manager*

effective February 1, 1932

+

**CHICAGO**

**Popular Mechanics Building**

**200 E. Ontario St.**

**NEW YORK**

**Empire State Bldg.**

**DETROIT**

**8-236 General Motors Bldg.**

**BOSTON**

**35 Newbury St.**

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# No Mercy for the Predatory Price-Cutter

He Is Attacked on All Sides at Dry Goods Retailers' Convention

**C**ONDEMNATION of predatory price-cutting dominated the annual convention of the National Retail Dry Goods Association at New York last week insofar as developments of interest to national advertisers are concerned.

Evidence submitted leaves no doubt that sentiment in the important channel of department store distribution strongly allies itself with that of national advertisers in seeking relief from the price-cutting menace. The retailers attacked the evil because unreasonable price-cutting is depriving them of fair profits.

Dealers were accused of being more competitive-minded than cost-minded. They were warned that profits, much needed but still shrinking where they have not disappeared altogether, are not to be had through profitless volume, but by paying more attention to their own business and less to what competitors are doing.

Attention was called to the trend of manufacturers toward adoption of selective distribution. This move is favorably looked upon. It has been put into effect by several makers of cosmetics and has been accepted by many manufacturers, retailers and members of the Wholesale Dry Goods Institute.

This acceptance, it was reported, indicates the practicability of selective distribution and its ease of immediate application.

Ernest C. Hastings, president of the *Dry Goods Economist*, stated that he knew of more than 100 manufacturers who were seriously thinking of adopting a policy of exclusive agencies for both jobbers and retailers.

Viewpoints of speakers who threw a spotlight on department store merchandising conditions which should interest national advertisers follow:

GEORGE V. SHERIDAN

*Director*

NATIONAL RETAIL DRY GOODS

ASSOCIATION

BUREAU OF TAXATION

INFORMATION

Sales Taxes.

Subsequent study of the tax situation in the various States—and the subject now is acute in almost every commonwealth—indicates that the Supreme Court's decision in the Indiana chain-store case constitutes a serious threat to every retail operator in the United States, and an immediate and direct threat in our large industrial States to all types of large-volume retail operations.

It is becoming increasingly clear that the nation-wide tendency to spank the chain stores, and the attempts to curb their development through the imposition of discriminatory tax levies, easily may be the entering wedges to a nation-wide network of graduated sales taxes such as the present Kentucky law, or of general sales taxes such as are being considered in more than one-third of our State legislatures today.

\* \* \*

NEIL PETREE

*President*

JAMES MCCREERY & Co.

Quality Merchandise.

We must campaign and crusade anew within our own organizations and in the markets upon the subject of quality standards. Entirely too much merchandise has been manufactured with price as the primary consideration. This is partly our fault and partly the fault of our sources of supply, but a quality consciousness must be revived if we are really to meet the requirements of our customers who are daily becoming more, rather than less, discerning. A more rigid inspection of merchan-

dise must be made both in the receiving room and in the departments before that merchandise is allowed to go before our great jury, the customers.

\* \* \*

B. H. WEISS  
*Divisional Merchandise Manager*  
GIMBEL BROS.  
NEW YORK

#### Selective Distribution.

Selective distribution, to the retailer, lends itself to the performance of the fundamental practices:

Maintaining those complete staple stocks so essential to good storekeeping.

Eliminating those lines of merchandise that have become unprofitable as a result of manufacturers placing those lines in highly competitive retail outlets.

Securing a satisfactory rate of turnover as a result of frequent buying. Concentrating on re-order numbers because re-order items contribute most to the profit account.

Obtaining co-operation from the manufacturer through a mutually profitable relationship.

Establishing price lines in a judicious rather than in an arbitrary manner. Realizing that no one ever won a price war and that the consumer is more interested in the merchandise she wants at the price she wants to pay than in the "bait" of predatory price-cutting.

Acquiring trade-marked lines of merit with consumer acceptance on a profitable and secure basis.

\* \* \*

B. H. NAMM  
*President*  
THE NAMM STORE

#### Business Menace.

The good constructive price-cutter is one who permits his prices to reflect any savings in the cost of doing business, any price changes in the primary markets and any need to liquidate frozen stocks. Price-cuts of this nature are economically justified and make for that healthy competition which is the life of trade.

There is, on the other hand, a second type of price-cutter vastly

different from the first. He is prompted by no such wholesome motives as those I just outlined. His actions are predatory because he preys upon competitors and frequently on manufacturers. This kind of price-cutter is evil, rapacious and a menace to business. Any retailer who is a menace to business is also a menace to the consuming public.

\* \* \*

E. R. DIBRELL  
*Vice-President*

ASSOCIATED DRY GOODS CORP.

#### Advertising Budgets.

No advertising should be considered successful if the cost, in relation to the next day's sales in the department, is more than 10 per cent. Naturally this does not refer to the percentage which the total publicity cost should bear to the total sales because normally this may run anywhere from 3 per cent to almost 6 per cent, depending upon the plan of the particular store.

Due to the fact that we do not, of course, advertise every department every day, should we get a return in the next day's particular sales which shows a cost of 10 per cent for the day, naturally the cost for the month will be below 10 per cent and well within the points of the publicity budget.

#### Furniture Account to Herr-Yarnell

The Doge Modern Furniture Company, Minneapolis, has appointed Herr-Yarnell, Inc., of that city, to direct its advertising account. A campaign featuring The Bantam Bar will make use of direct mail and class magazines.

#### New Account for Mogge Agency

The Western Gear Company, Chicago, manufacturer of automotive service parts, has appointed Arthur R. Mogge, Inc., advertising agency of that city, to direct its advertising account.

#### Heck Deodorant to Comer

The Heck-Conard Company, Inc., Kansas City, Mo., has appointed the Russell C. Comer Advertising Company, of that city, to direct the advertising of Heck Deodorant. Magazine, business paper and radio advertising will be used.

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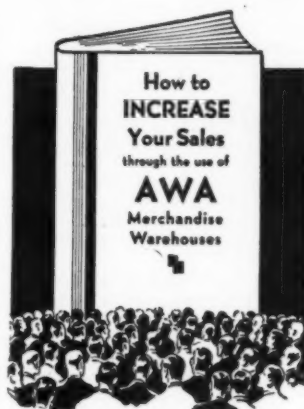
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## HERE'S HELP IN TOUGH TIMES



There's a way  
to cut costs  
while increasing  
your sales . . .  
and this  
**FREE BOOK**  
**TELLS HOW**

**I**F YOU haven't seen this new book on modern selling and distributing methods, write today for your free copy. It tells how to gain regional or national distribution for your product, at minimum cost . . . how to place spot stocks of your merchandise in the cities where your goods can be most readily and profitably sold . . . how to reduce branch house overhead by using our warehouses as your own branch distributing points.

Nationally-known merchandisers—famous for their success in selling their maximum market—contributed the facts, figures and ideas which this book presents. You'll read in it experiences of such products as Lucky Strike, Beech-Nut, Bon Ami, Borden, Carnation Milk, Colgate, Comet Rice, Karo—and hundreds of others,

made by manufacturers large and small.

In these trying times, alert executives are finding fruitful knowledge and common-sense inspiration in the A. W. A. Booklet. Write today for your free copy. Let us show you how to get strategic distribution for your raw materials, manufactured articles or service parts. Economical, efficient distribution—at minimum cost! That's what A. W. A. warehouses offer. The book tells how.



**AMERICAN  
WAREHOUSEMEN'S  
ASSOCIATION**

1985 Adams-Franklin Bldg. Chicago, Ill.

## If You Would Write Letters

THE ROME COMPANY, INC.  
Bed Springs, Metal Beds, Day Beds,  
Mattresses  
ROME, N. Y.

### Editor of PRINTERS' INK:

A short time ago you ran some article in PRINTERS' INK, giving obsolete words and phrases still commonly used in business correspondence. We have mislaid these copies, and would like to have you send us one of each of the copies in which this article appeared.

THE ROME COMPANY, INC.

"LAZY Letters," by Amos Bradbury (PRINTERS' INK, Oct. 29, 1931), chided that group who insist on using worthless phrases in their letters. Several words and phrases were singled out. Another list of stilted expressions that are extremely annoying to Governor Gifford Pinchot of Pennsylvania was given on page 104 of the December 24, 1931, issue of PRINTERS' INK.

Correspondents will do well to remember and realize that the first requisite and rule in their form of expression is to be natural. The

idea of being formal in letters goes back many years. But today, there is no reason for making a letter read like a document.

It certainly isn't natural for someone to say "Your letter of even date," "As per your instructions," or "We beg to remain." Then why should business letters be filled with these and many other unnatural and awkward words and expressions? They have been handed down for hundreds of years and it might be well that they be gathered together and exiled from the letter writer's vocabulary.

One correspondent with advertising experience makes it a practice to read his letters and those written by others in his department with a blue pencil in his hand. The psychology of the use of the blue pencil helps him to mark out all useless words and insincere and meaningless phrases.—[Ed. PRINTERS' INK.]

### To Fill Windows of Empty Stores with Displays

The Retail Merchants Committee of the Philadelphia Chamber of Commerce is arranging for the display of merchandise in the windows of all vacant stores in the city's shopping districts. The plan is to have the window dressing attractively done so that all the shopping districts will present an active appearance. The co-operation of the Real Estate Board is anticipated through the greater attention value which the displays will bring the "for rent" and "for sale" signs of the realtors.

### Packing Account to Collins-Kirk

The Vincennes Packing Company, Vincennes, Ind., has appointed Collins-Kirk, Inc., Chicago advertising agency, to direct its advertising. This company cans tomato juice, pork and beans, soups and other foods.

### Appoints Sherman Agency

Angela Varona, New York, beauty preparations, has appointed the George C. Sherman Company, Inc., of that city, to direct her advertising account. Magazine, newspaper and radio advertising will be used.

### Foundry Companies Merge

The Rockford Northwestern Malleable Corporation and the Gunite Corporation, both of Rockford, Ill., manufacturers in the foundry field, have consolidated under the name of the Gunite Foundries Corporation, according to Duncan P. Forbes, president and general manager of the new company, who formerly served as president of both of the merged corporations.

L. R. McCullough is advertising manager of the new company and will also serve as sales manager of the Guncor brake drum replacement division.

The new corporation will manufacture brake drums, clutch pressure plates, connecting rods, wrenches, bolts and anti-freeze solutions. Advertising will be handled through the Rockford office of Williams & Cunningham, Inc., Chicago advertising agency.

### Advanced by Frigidaire

John S. Pfeil, formerly assistant general manager of the Frigidaire Sales Corporation of New England, has been appointed manager of the New England organization.

### Appoints Bates Agency

The Provident Loan Society, New York, has appointed Charles Austin Bates, Inc., of that city, to direct its advertising account. Newspapers and direct mail will be used.

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# "Sales were doubled"

THAT, in effect, is the denouement of one of the stories of advertising in the new second edition, just published, of

## PROBLEMS IN ADVERTISING

By NEIL H. BORDEN

Associate Professor of Advertising, Harvard Business School

840 pages, 6 x 9, 250 illustrations, tables and charts, \$6.00

HERE is a book that gives over 125 actual cases—stories of advertising successes and failures. They are reports—of actual business problems of widely known firms, to which advertising was applied for a solution—and the results. In this new edition two-thirds of these cases are new, never published before.

Deals with the generic advertising problems of *when, why and how*

Sanely, soundly, resting on a mass of factual evidence, this book offers guidance to the business man and advertising counselor concerned with the basic problems of advertising. It is not so foolhardy as to lay down definite precepts. Instead it takes the big questions of advertising—what can it do?—what kind shall we use?—how much shall we spend?—and others—and shows what business leaders have done when faced with these situations.

### A book for mature advertisers and advertising workers

It is a book to develop an analytical, interpretive viewpoint of advertising—a book to help you appraise problems from the *inside* out.

See these new advertising helps for ten days without cost. Use this coupon.

### Another new edition!

### Psychology in Advertising

By Professor Albert T. Poffenberger of Columbia University.

How to apply the laws of human behavior to get the last ounce of effectiveness out of every element of your advertisement.

Second Edition  
634 pages, 5½ x 8  
Illustrated, \$5.00



McGRAW-HILL BOOK CO., Inc., 330 W. 42nd St., New York City.

Send me the books checked below, postpaid, for ten days' free examination. I will pay for those I keep and return the rest within 10 days of receipt.

☐ Borden—Problems in Advertising, \$6.00.

☐ Poffenberger—Psychology in Advertising, \$5.00.

Name.....

Address..... City & State.....

Company..... Position.....

PI-2-11-32

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK Publishing Co., Inc.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. Kohn, Manager.

St. Louis Office: 913 Olive Street, A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Don Masson

Chicago: P. H. Erbes, Jr.

NEW YORK, FEBRUARY 11, 1932

## After the Show

The large crowds at the New York and Chicago automobile shows and the unexpectedly sizable volume of sales were reminiscent of happier, or at least more prosperous, days.

"Sales were little, if any, better in that seemingly far removed period of 1929," remarks an advertising agent.

But sales in 1929, after the shows, were most decisively better than they promise to be this year.

All of which brings up these questions:

What do automobile manufacturers do after the show? Where do they go from there? How many go forth from the show to advertise and merchandise energetically? Is their showmanship greater than their marketing ability? Are they adept at flushing their game and then inept at shooting?

Also, speaking of the prosperity indications afforded by the in-

creased sales, are these merely the result of a freshet, or has the rainy season set in?

We are not trying to tell motor car advertisers their business. But we feel a bit curious, that's all.

## Too Much Bossing

The comic opera army is characterized by a profusion of officers and a paucity of privates. Few sales organizations are similarly top-heavy, but there is no doubt that in a great many instances there are too many sales bosses and too few salesmen.

During the boom years salesmen were managed to the nth degree. In numerous sales organizations they became mere puppets whose every movement was controlled by a master mind—or more likely, a group of master minds—located at the home office.

This plan of selling will not work in 1932. Salesmen must be equipped and permitted to operate with a freer hand. They must be removed from the deadening and stultifying influence of too much supervision and management.

It would obviously be nonsensical to suggest that salesmen should operate as free lances. They represent not themselves, but the houses for which they are selling. Consequently, it is essential that they be controlled. Furthermore, training, instruction, and stimulation are all vital necessities.

But there has been much too much of a tendency to interpret these essentials as demands for rigid supervision from the head office. Courageous individuality is needed on the road today and it is not developed by military management.

## Easy to Walk Out

Except on a few articles where the sales unit runs up into the hundreds of dollars, ninety-nine out of a hundred dealers will sit supinely by and let goods disintegrate on their shelves before they will make a move to sell them.

Herbert Metz, sales promotion manager of Graybar Electric Co., distributor of a great variety of

Feb. 11

household says so for he still the selling

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household electrical appliances, says so. And he ought to know for he has long been trying to instill the old-fashioned, two-fisted selling spirit into dealers.

"In my house there are eight electric clocks which are a source of invariable interest to my friends," Mr. Metz told a PRINTERS' INK writer. "But I doubt if a single one of them has bought one of these timekeepers, though they all have money to spend and all must have the exact time for their daily commuting. A live dealer could sell at least one clock to every one of them. My radio set is three years old and probably needs new tubes, but the dealer in my town hasn't done anything about it."

"That is why, in a recent letter to our sales organization, I said: 'You have got to admit that you never found it so easy to walk out of most any store without buying anything. The General Foods Corporation sent out women all over the United States to get a line on selling. They were told to go into grocery stores, all kinds, ask for a loaf of bread or a package of cake flour and then spend up to \$5 on anything the man behind the counter tried to sell them. The most money any spent was \$1.60!'"

Mr. Metz concludes that the country needs a new breed of dealers. It probably won't get them, though, and this means that manufacturers must be more forceful in the educational process.

### Time to Be Rough

Flint Garrison,  
director-general  
of the Wholesale

Dry Goods Institute, Inc., speaking before that organization's convention in New York last week, said manufacturers as well as wholesalers were turning toward selective distribution in refreshingly large numbers.

In this he saw an offset to the large-scale buying by national chains and group purchasing organizations the trend of which is to undermine manufacturers' brands.

We agree with Mr. Garrison in his estimate of the benefits of se-

lective distribution. Long a seller, and later a successful publisher in the dry goods field, he knows what he is talking about and can quote chapter and verse to back up his statements.

But we wonder why he did not come out in plain language and declare that the one big hole in the merchandising system is made by discounts, deals and datings?

Through this, manufacturers and jobbers permit their profits and brand advantages to leak out by the gallon, while saving by the quart. They thus subtract from salability, which is the only thing that makes a brand worth anything.

It's time for hard-boiled, rough-neck terms to be used in dealing with this evil; and Mr. Garrison, as a former Texan, could probably remember enough of the right words to use.

### Unmerging Mergers

In these times, the "morning after" of the merger movement which set such a rapid pace in 1928 and 1929, headaches are a common corporation ailment. Where compatible units were put together to the good of overhead and executive direction, there may be nothing amiss now. But where units were put together which could not easily be dove-tailed and made answerable to some central executive authority, costs have mounted instead of declining, and these unwieldy aggregations have found it difficult to keep bow-first to the economic storms.

There is the case of the Simmons Co. One of the concerns merged into Simmons became a source of large losses, necessitating drastic operating economies. Read this from "Standard Trade and Securities":

"Prior to the current depression, this company was quite successful in producing and distributing specialty furniture such as metal beds, springs, couches, mattresses, etc. Expansion into the general furniture trade through the acquisition late in 1929 of Berkey & Gay Furniture Co. and B. F. Huntley

Furniture Co. proved unfortunate, since such large losses were sustained by these units as to eliminate a small profit shown in 1930 by the parent company. The entire investment in, and receivables from, Berkey & Gay were charged off in 1931 against surplus, and the management is now reported to be concentrating its efforts on the rehabilitation of original lines."

It is reported that another much-publicized merger, put over with high hopes of economies through centralization, is now attempting something which, if accomplished, would prove that the elder Morgan was wrong when he said, "Anybody can make an omelet, but no one can unscramble it." Decentralization is now planned, through the setting up of eight divisional offices.

### **Minding One's Own Business**

The man who has his eyes fixed upon Germany, Manchuria,

Honolulu or the Polish corridor is likely to worry nights. He doesn't always keep his own fears to himself. He finds it difficult to keep up with the changing trend of his worries but he tries to do the best job he can and spread his fears.

The Mallory Hat Company, in its recent message to all retailers, has a word to say upon this type of individual: "Let us all stop minding the world's business in general and start minding our own business in particular. Ours is hats and during 1932 we shall do our darnedest to help you sell hats to more men and more hats to a man."

This is the sort of sound advice which manufacturers should give to their retailers and also to themselves. It might be a good idea for many a manufacturer, banker or jobbers who thinks too much about other people's business to stand before the mirror every morning and give himself a talk something like this:

"From the minute I start in work this morning until I quit tonight I am going to think about my own business. How can I serve customers better? How can

I help people to do a better job in selling merchandise? I won't worry about things over which I have no control but in the confines of my own business I will try to do the best job I can in the little economic sector over which I have some control."

This doesn't mean that the man who is going to mind his own business won't pitch in and help anyone else who is trying to aid conditions. The United States, holding within its borders the concentrated intelligence of all nations, containing within itself at least 50 per cent of the economic stability of the world, may be able to raise itself by its own economic boot-straps if some plan can touch the imagination and inspire the latent power of its average citizens and manufacturers. Prosperity never has been around a corner, it is almost invariably up the long road ahead.

### **The Plot Complex**

Individuals, companies and whole industries at times

become obsessed with the notion that the world has nothing more important to do than to hatch plots against them.

It is, accordingly, nothing less than downright refreshing to learn of the Shevlin Pine Sales Company's rational viewpoint on this subject of plots, intrigues and Machiavellian trickery. Through its publication, "Shevlin Pine News," this company, speaking to lumbermen in all branches of the industry, says in effect: Snap out of it. Let's get this silly idea entirely out of our heads that anyone has cooked up a plot against the use or place of wood. We have stiff competition. Let's meet it with advertising and a vigorous campaign of information by our salesmen.

The Shevlin people are doing the lumber industry a distinct service, while setting a good example for others, by dissipating the idea that there is a plot against wood. The plot-against-us idea is one handicap to salesmanship that business can do better without.

# Who Is SCHWAB & BEATTY, Inc.?

SOON after our advertisement announcing a 17% increase in business for 1931 appeared in one of the January issues of *Printers' Ink*, several disconcerting inquiries came in. "Who is Schwab & Beatty, Inc.? Never heard of them!"—said this correspondence. It pulled us up quite short to realize (like many another advertiser) that we weren't really as well known as we fondly imagined we were. There was a little compensation, however, in the fact that one inquirer seemed to feel that he really ought to know more about any firm who could squeeze 17% more juice out of the 1931 business orange.

If you're interested, here are a few facts about us:

We are a fairly genial outfit of 16 people. The average age of the executives is 32. We may be wrong, but we think that such an age is indicative of a reasonable background of experience, though not so much as to make us rut-buried or wedded to any standard formula of operation.

In fact, the most fixed conviction in the shop seems to be the idea that "Copy is the biggest thing in advertising." This idea permeates the whole place. As to whether or not it is sound, our clients are the best judge.

At any rate, our business has been built upon it.

The clients we serve are notably exacting and free from any "shoot the works" attitude. They have to be. Most of them operate direct-result businesses which have al-

ways required that advertising pay its own way as it went along. This is not fun for an agency! But the Law of Compensation helps a bit—for, if an agency can live up to a requirement like this, its clients do not go flirting around a great deal.

And there is another saving factor too. The trend today is toward agencies of this type; and more and more general business is gravitating, in these hectic days, toward the type of agency which has *always* had to prove with cold figures that its copy makes good.

Is there anything *you* would like to know about this agency—and whether or not it could do anything like a worthwhile job on *your* account? If we can, you'll want to know about it. If we can't, we will frankly tell you so.

## SCHWAB and BEATTY, INC.

*The TESTED COPY PLAN in Advertising*

386 Fourth Avenue

New York City

Member A. A. A. A.



## Magazine Men Get It Straight from the Shoulder

**DON'T** sell blue-sky advertising, stop being ostriches, and make every effort to find out how magazines fit into each manufacturer's advertising program. These injunctions sum up a discussion of the problems facing magazines as these problems are viewed by Stanley I. Clark, sales manager of the Lehn & Fink Products Corporation.

Mr. Clark addressed the first meeting of the Magazine Club of New York under its new plan of luncheon sales meetings for magazine salesmen to build greater ability and effectiveness. His reference to "blue-sky," he explained, was directed at those representatives who, in telling their sales story, over-sell the effectiveness of their publication and lead prospects to expect too much.

He stressed the importance of better selling of the magazine idea as contrasted to competitive selling now so prevalent.

Magazines, he said, cannot longer ignore competition, they must come out in the open and recognize it, know all about it and face it. He cited the experience of his own company which has adapted its use of mediums on the principle that business likes to fight on the same ground in which its competition is fighting.

Mr. Clark particularly pointed out the weakness of magazines depending upon elaborate circulation statistics and breakdown for their selling argument because it is to be expected that these figures about parallel proportionately in nearly all publications in respective fields. He called for a better interpretive job on the editorial functioning of the magazine, its readership—in short its ability to carry the advertising message through effectively to the consumer.

Mr. Clark feels the time will come when space will be sold on the basis of the position afforded the advertiser and such premiums will not be limited just to covers

and a few elected positions, as is the practice today.

Publishers also have a common interest in the substitution evil besetting advertisers. This practice is hurting magazines more than publishers know, he declared. If national advertisers cannot effect sales, they cannot advertise, for both go hand in hand.

L. J. McCarthy, assistant director of marketing of the International Magazine Company, reviewed Mr. Clark's talk in the light of a magazine man's views and cited the progress which magazines are making in providing advertisers with marketing information based on impartially conducted surveys.

### Dell Publishing Advances

#### J. F. Henry

J. Fred Henry has been appointed vice-president in charge of advertising of the Dell Publishing Company and its subsidiary, the Syndicate Publishing Company. Among the magazines published by these companies are the Modern Magazines, sold through the S. S. Kresge Company and S. H. Kress & Company, and *Ballyhoo*. Mr. Henry has been advertising manager of Modern Magazines.

### R. M. Scholle with Outdoor Advertising Agency of America

R. M. Scholle, formerly with the General Outdoor Advertising Company, has joined the New York staff of the Outdoor Advertising Agency of America, Inc.

### G. S. Brand Joins Brett

G. S. Brand, for many years with The Munro & Harford Company and, more recently, with the Moore Press, Inc., is now associated with the Brett Lithographing Company, Long Island City, N. Y.

### Pritchard & Company Appoint Peck Agency

E. Pritchard & Company, New York. Pride of the Farm Catsup and Eddy's Sauce, has appointed the Peck Advertising Agency, of that city, to direct its advertising account.

### Has Glove Account

The National Glove Company, Columbus, Ohio, has appointed The Robbins & Pearson Company, of that city, to direct its advertising account.

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## Chorus of Approval for Weld Article About Depression

JEWELL F. STEVENS Co.  
Advertising  
CHICAGO

Editor of PRINTERS' INK:

I do not know whether you are planning reprints of the article "This Depression," by L. D. H. Weld, in your January 28 number, but if you do we desire about seventy-five copies.

We think that this is one of the most timely articles that have appeared and in securing wide distribution through agencies and other friends, PRINTERS' INK would contribute much toward bringing about the much needed stabilization of industry by inspiring constructive thinking.

J. H. KRAUSE.

THIS letter is typical of many we began receiving within a few days after the issue of PRINTERS' INK containing Mr. Weld's article had been placed in the mails.

We have had many requests for reprints and an even larger number of letters asking permission to use the article in house and general publications and in miscellaneous printed matter.

To save the time of our readers who are interested in circulating the article for their own purposes, we have this to say:

There are no reprints of it now available. But at our request, Mr. Weld has kindly given blanket permission for the reprinting of his paper—on condition, of course, that due and proper credit be given to him and to PRINTERS' INK. In other words readers of PRINTERS' INK desiring to have reprints of the article made may do so on the above basis without individually requesting the privilege by letter. We would appreciate receiving, however, copies of these reprints for our files.—[Ed. PRINTERS' INK.]

### With Whitaker Paper

Frank Ransier, formerly with the Art Printing Plate Company, has become promotion manager of the Detroit office of the Whitaker Paper Company.

### W. J. Clement Joins KYW

Whitney J. Clement has joined the program department and merchandising staff of radio station KYW, Chicago. For the last two years he has been associated with WIBO, also in Chicago.

## Simmons Signs Stipulation

The Simmons Company, New York, distributor of mattresses and springs, has signed a stipulation with the Federal Trade Commission to abandon methods of resale price maintenance.

Specifically, the mattress company agrees to stop, among other things, obtaining from the retail trade promises of co-operation in maintaining systems of resale prices and threatening to refuse to sell to dealers who fail to co-operate or who sell to other dealers who do not observe the suggested resale prices. Other practices to be discontinued are:

Encouraging the co-operation of customers in reporting dealers who fail to maintain the company's resale prices.

Employing salesmen to assist in enforcing the resale price maintenance policy by reporting dealers who fail to co-operate with the company in observing the resale prices or who sell to other dealers who do not observe such prices.

Seeking promises from price-cutters that they will co-operate with the company in maintaining resale prices as a condition to further supplying such dealers with its products.

Causing dealers to be enrolled upon "do not sell" records or lists of purchasers, who are not to be supplied with the company's products unless and until they have given satisfactory promises of their purpose to co-operate with the company in maintaining resale prices in the future.

## Packaging Conference to Have Consumer Marketing Session

A survey and discussion of "The Machine Age and Its Relation to Marketing" will feature the conference on consumer marketing to be held March 9 as part of the program of the Second Packaging, Packing and Shipping Conference, Clinic and Exposition to be held at the Palmer House, Chicago, March 7 to 12.

Speakers at the marketing conference will include Joseph Hays, Crowell Publishing Company; L. R. Boulware, general sales manager, Syracuse Washing Machine Corporation; John Sullivan, marketing staff, American Management Association, and A. T. Kearny, of the James O. McKinney Company, Chicago.

At a dinner on the evening of March 9, the Irwin D. Wolf package competition award and honorary group awards will be announced and the winning package shown.

## W. L. Chesman Advanced by Cornell

W. L. Chesman, account executive of The Paul Cornell Company, Inc., New York advertising agency, has been made vice-president.

The Lucas E. Moore Stave Company of Georgia, Mobile, Ala., has appointed Saussey and Sewell, New Orleans, to direct its advertising account. Magazines are being used.

# MOST LINES PER ISSUE AMONG ALL GENERAL MONTHLIES



EVERY month for a year, the page opposite this one has told the story of FORTUNE'S advertising success.... And will continue to tell it. FORTUNE'S March issue has closed with 41,396 lines (65½ pages) of advertising.

# Fortune

TIME, Incorporated, Publishers



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# FEBRUARY MAGAZINES

## VOLUME OF ADVERTISING IN MONTHLY MAGAZINES

(Exclusive of publishers' own advertising)

	Pages	Lines
Motor Boating (Show No.)	212	91,638
Town & Country (2 issues)	51	34,308
The Spur (2 issues)	48	31,617
Fortune	50	31,363
House & Garden	43	27,474
The American Magazine	59	25,431
Cosmopolitan	53	22,760
The Instructor Magazine	31	21,002
Country Life	31	20,846
Popular Mechanics	93	20,832
Nation's Business	48	20,632
Vanity Fair	32	20,309
Physical Culture	45	19,399
Better Homes & Gardens	40	17,823
Forbes (2 Jan. issues)	39	16,530
The Chicagooan (Jan.)	24	16,352
Arts & Decoration	22	15,036
Redbook	34	14,513
Home & Field	23	14,510
Popular Science Monthly	32	13,619
Christian Herald	20	13,366
The Grade Teacher	27	11,842
Review of Reviews	27	11,542
American Home	18	11,370
Motion Picture	26	11,351
Management Methods	26	11,048
The Sportsman	17	10,969
House Beautiful	17	10,604
Harpers Magazine	47	10,500
Movie Classic	24	10,419
Polo	15	10,248
Extension Magazine	14	9,338
True Confessions	22	9,301
Radio News	21	9,195
Forum	21	9,009
American Golfer	14	8,722
Sunset	20	8,516
Life	20	8,419
Boys' Life	12	8,365
American Legion Monthly	19	8,364
True Experiences	19	8,135
Dream World	19	7,992
Screen Book	18	7,661
Travel	12	7,584
Field & Stream	18	7,543
Atlantic Monthly	33	7,325
True Detective Mysteries	17	7,167
American Boy	10	6,582
Silver Screen	15	6,475
Country Club Magazine	10	6,437
Modern Living	15	6,346
Psychology	14	6,212

	Pages	Lines
Magazine of Wall Street (2 Jan. issues)	14	6,170
Scribner's	14	6,022
Outdoor Life & Recreation	14	5,792
American Rifleman	13	5,699
National Sportsman	13	5,665
Hunting & Fishing	13	5,616
Picture Play	13	5,577
World's Work	13	5,511
Elks Magazine	13	5,372
The Scholastic (2 Jan. is.)	12	5,062
Nature Magazine	12	4,830
American Forests	11	4,704
Screen Romances	11	4,683
Film Fun	11	4,533
Rotarian	10	4,389
Screenland	10	4,262
Open Road for Boys	10	4,247
Golden Book	19	4,149
Scientific American	9	3,940
National Republic	9	3,920
Model Airplane News and Junior Mechanics	9	3,771
Street & Smith's Big Seven Group	16	3,584
Newstand Group	14	3,045
American Mercury	13	2,979
Asia	7	2,952
Current History	12	2,634
St. Nicholas	6	2,518
Munsey Combination	11	2,464
The Lien	6	2,450
Young Men	6	2,326
Blue Book	4	1,630
Street & Smith Combination	4	896

## WOMEN'S MAGAZINES

Vogue (2 issues)	92	58,687
Ladies' Home Journal	79	54,020
Good Housekeeping	113	48,511
Woman's Home Companion	71	48,397
McCall's	65	43,988
Harper's Bazaar	64	43,045
Delineator	47	32,238
True Story	71	30,281
Pictorial Review	34	23,233
Photoplay	36	15,428
Farmer's Wife	21	14,208
Household Magazine	21	13,953
Tower Magazines	32	13,754
The Parents' Magazine	30	12,998
Woman's World	17	11,477
True Romances	24	10,149
Holland's	13	9,862
Junior League Magazine	20	8,342
Needlecraft	8	5,765
Child Life	13	5,554
American Girl	10	4,218
Junior Home Magazine	8	3,595
Messenger of Sacred Heart	12	2,695
John Martin's Book	3	1,345

### CANADIAN MAGAZINES (January Issues)

	Pages	Lines
Maclean's (2 issues) .....	36	25,190
Mayfair .....	37	23,374
Can. Homes & Gardens ..	33	20,816
Canadian Home Journal ..	17	11,925
The Chatelaine .....	14	9,503
Western Home Monthly ..	12	8,383
Rod & Gun in Canada ....	8	3,454

### JANUARY WEEKLIES

January 2-6	Pages	Lines
Saturday Evening Post..	29	19,793
New Yorker .....	25	10,855
American Weekly .....	6	10,615
Time .....	22	9,237
Collier's .....	12	8,436
Business Week .....	17	7,222
Literary Digest .....	12	5,475
Judge .....	5	2,323
Liberty .....	4	1,903
Outlook .....	3	1,124
The Nation .....	3	1,000
Churchman .....	2	857
New Republic .....	2	810

January 7-13	Pages	Lines
Saturday Evening Post..	85	58,035
New Yorker .....	50	21,417
American Weekly .....	9	17,659
Time .....	41	17,633
Collier's .....	14	9,354
Literary Digest .....	17	7,916
Business Week .....	16	6,721
Liberty .....	13	5,492
Judge .....	6	2,537
New Republic .....	3	1,160
The Nation .....	3	1,100
Outlook .....	2	978
Churchman .....	2	854

January 14-20	Pages	Lines
Saturday Evening Post..	57	38,933
Collier's .....	31	21,156
American Weekly .....	9	17,963
New Yorker .....	33	14,185
Time .....	28	12,135
Literary Digest .....	20	9,148
Liberty .....	15	6,262
Business Week .....	11	4,804
Judge .....	6	2,665
The Nation .....	5	1,950
Churchman .....	3	1,239
New Republic .....	3	1,200
Outlook .....	2	737

January 21-27	Pages	Lines
Saturday Evening Post..	47	31,935
American Weekly .....	8	14,770
New Yorker .....	33	14,166
Collier's .....	19	13,221
Time .....	29	12,440
Literary Digest .....	20	9,239

	Pages	Lines
Liberty .....	15	6,261
Business Week .....	12	5,077
The Nation .....	7	2,750
Judge .....	5	2,307
New Republic .....	4	1,849
Churchman .....	3	1,148
Outlook .....	2	897

January 28-31	Pages	Lines
Saturday Evening Post..	52	35,687
American Weekly .....	7	12,990
New Yorker .....	26	11,150
Collier's .....	15	9,930
Literary Digest .....	20	9,187
Liberty .....	13	5,427
Judge .....	6	2,396
Churchman .....	2	986

Totals for January	Pages	Lines
Saturday Evening Post..	270	184,383
American Weekly .....	39	73,997
New Yorker .....	167	71,773
Collier's .....	91	62,097
Time .....	120	51,445
Literary Digest .....	89	40,965
Liberty .....	60	25,345
Business Week .....	56	23,824
Judge .....	28	12,228
The Nation .....	18	6,800
Churchman .....	12	5,114
New Republic .....	12	5,019
Outlook .....	9	3,736

### RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

	Pages	Lines
1. Motor Boating (Show Number) .....	212	91,638
2. Vogue (2 issues) .....	92	58,687
3. Ladies' Home Journal..	79	54,020
4. Good Housekeeping .....	113	48,511
5. Woman's Home Comp..	71	48,397
6. McCall's .....	65	43,988
7. Harper's Bazaar .....	64	43,045
8. Town & Country (2 is.)	51	34,308
9. Delineator .....	47	32,238
10. The Spur (2 issues)...	48	31,617
11. Fortune .....	50	31,363
12. True Story .....	71	30,281
13. House & Garden .....	43	27,474
14. The American Magazine	59	25,431
15. Maclean's (2 Jan. is.)	36	25,190
16. Mayfair (Jan.) .....	37	23,374
17. Pictorial Review .....	34	23,233
18. Cosmopolitan .....	53	22,760
19. The Instructor Magazine	31	21,002
20. Country Life .....	31	20,846
21. Popular Mechanics .....	93	20,832
22. Can. Ho. & Gar. (Jan.)	33	20,816
23. Nation's Business .....	48	20,632
24. Vanity Fair .....	32	20,309
25. Physical Culture .....	45	19,399

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6,261  
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19,399

# This Should Be FIRST On Your List!

**N**O thoughtful advertiser seeking the "man market" can afford to ignore the up-to-the-minute circulation trend of Popular Mechanics. It is now carrying out an impressive expansion program—a program which has been planned to further advance its leadership, established over a period of many years—as the largest magazine with an audience of 100% voluntary, 100% man.

The third presentation of Popular Mechanics' striking story will appear February 15th, in a powerful four-color page to American Weekly's 5,500,000 families. But already the effect of previous efforts in this dramatic expansion program are registering forcefully. An analysis of returns from keyed advertising in recent months indicates that Popular Mechanics is becoming a richer

medium than ever before. General advertisers can reasonably expect close attention for all products men use and want—Popular Mechanics *first on the list* is the logical "buy" for manufacturers in the "man market."

During 30 years Popular Mechanics has won and maintained the largest waste-free circulation of voluntary men readers—the most influential buying class. These readers are practical, substantial citizens—home owners, car owners, mechanical-minded workers and industrial executives.

Properly directed advertising in this exceptional "father and son" publication can mean larger volume and increased profits for any manufacturer now or later—at the prevailing rate, the lowest per page per thousand.

## POPULAR MECHANICS MAGAZINE

WRITTEN SO YOU CAN UNDERSTAND IT

## FOUR-YEAR RECORD OF FEBRUARY ADVERTISING

	1932 Lines	1931 Lines	1930 Lines	1929 Lines	Total Lines
Town & Country (2 issues)....	34,308	64,476	90,628	84,022	273,434
House & Garden .....	27,474	44,790	75,537	89,020	236,821
Country Life .....	20,846	46,502	69,048	73,738	210,134
Nation's Business .....	20,632	34,698	54,159	53,662	163,151
Arts & Decoration .....	15,036	36,288	52,332	53,550	157,206
American Home .....	11,370	28,215	49,614	46,200	135,399
Vanity Fair .....	20,309	31,311	39,024	44,748	135,392
House Beautiful .....	10,604	31,406	40,366	49,750	132,126
The American Magazine .....	25,431	34,977	34,595	34,433	129,436
Cosmopolitan .....	22,760	30,968	36,824	32,401	122,953
Popular Mechanics .....	20,832	25,284	34,384	40,992	121,492
Forbes (2 Jan. issues) .....	*16,530	*18,583	*36,551	45,077	116,741
Maclean's (2 Jan. issues) .....	25,190	25,461	22,490	30,584	103,725
Better Homes & Gardens .....	17,823	25,388	29,532	25,707	98,450
Review of Reviews .....	11,542	20,518	28,314	35,257	95,631
World's Work .....	5,511	17,310	24,818	41,352	88,991
Popular Science Monthly .....	13,619	18,583	24,395	30,579	87,176
Physical Culture .....	19,399	18,144	18,418	24,901	80,862
Christian Herald .....	13,366	\$22,411	\$20,874	\$21,789	78,440
Redbook .....	14,513	12,966	17,485	22,490	67,454
True Detective Mysteries .....	7,167	18,881	20,245	21,057	67,350
Harpers Magazine .....	10,500	14,588	20,132	21,980	67,200
Motion Picture .....	11,351	14,924	17,221	18,796	62,292
Field & Stream .....	7,543	12,395	18,113	22,856	60,907
Forum .....	9,009	10,844	17,044	21,387	58,284
Life .....	8,419	\$10,882	\$15,766	\$22,664	57,731
Atlantic Monthly .....	7,325	12,583	16,874	19,087	55,869
American Boy .....	6,582	11,781	12,750	14,090	45,203
Boys' Life .....	8,365	11,300	11,026	11,108	41,799
Extension Magazine .....	9,338	12,036	7,197	9,215	37,786
Scribner's .....	16,022	7,374	9,994	12,903	36,293
Outdoor Life & Recreation .....	5,792	8,484	9,480	10,926	34,682
National Sportsman .....	5,665	7,497	8,798	12,639	34,599
Sunset .....	8,516	9,358	7,793	8,159	33,826
Screenland .....	4,262	8,914	8,223	11,869	33,268
American Mercury .....	2,979	4,107	7,350	10,292	24,728
Scientific American .....	*3,940	*4,168	8,509	7,616	24,233
Open Road for Boys .....	4,247	4,972	6,604	8,110	23,933
Munsey Combination .....	2,464	4,704	6,104	7,392	20,664
St. Nicholas .....	2,518	2,538	2,360	1,716	9,132

Totals ..... 499,099 780,609 1,030,971 1,154,114 3,464,793  
 \*Smaller Page Size. †Includes Two Jan. Issues. ‡Four Issues. †Larger Page Size.

## WOMEN'S MAGAZINES

Vogue (2 issues) .....	58,687	70,950	94,018	118,088	341,743
Ladies' Home Journal .....	54,020	77,475	93,887	87,865	313,247
Good Housekeeping .....	48,511	59,198	76,060	75,977	259,746
Woman's Home Companion .....	48,397	72,918	72,506	61,586	255,407
Harper's Bazaar .....	43,045	63,339	70,615	69,334	246,333
McCall's .....	43,988	54,485	57,208	51,907	207,588
Pictorial Review .....	23,233	42,631	48,098	47,045	161,007
Delineator .....	32,238	44,005	37,963	35,567	149,773
True Story .....	30,281	36,187	39,332	33,116	138,916
Photoplay .....	15,428	22,967	25,229	23,017	86,641
Household Magazine .....	*13,953	*20,139	*20,072	18,494	72,658
True Romances .....	10,149	17,652	21,470	20,382	69,653
Woman's World .....	11,477	14,180	17,448	15,893	58,998
The Parents' Magazine .....	12,998	15,854	12,566	12,094	53,512
Needlecraft .....	5,765	7,266	11,392	14,450	38,873
American Girl .....	4,218	4,471	6,374	5,715	20,778

Totals ..... 456,388 623,717 704,238 690,530 2,474,873  
 \*Smaller Page Size.

## WEEKLIES (5 January Issues)

Saturday Evening Post .....	184,383	218,657	\$242,538	\$240,886	886,464
New Yorker .....	71,773	82,166	184,889	182,452	321,280
American Weekly .....	73,997	\$62,194	\$65,050	\$63,933	265,174
Collier's .....	62,097	69,702	\$66,352	\$67,777	254,928
Time .....	\$51,445	\$53,274	\$79,599	\$49,790	234,288
Literary Digest .....	40,965	40,302	\$53,243	\$67,875	202,385
Liberty .....	25,345	30,714	\$33,912	\$38,017	127,988
Outlook .....	\$3,736	\$3,475	6,752	12,166	26,129

Totals ..... 513,741 560,484 632,335 603,076 2,309,636  
 ‡Four Issues.

Grand Totals ..... 1,469,228 1,964,810 2,367,544 2,447,720 8,249,302

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## We prove our point

When Home & Field decided to design, construct, furnish and landscape a home it was because we knew our readers would consider such a project to be of first importance.

The interest this house has aroused proves the point. Requests for plans and specifications were received even before the second installment appeared in February.

This example of Home & Field's practical method of approach to the problems of the home builder is but one of the factors which have made it the fastest growing class magazine in America.

If you have not received copies of Parts One and Two of this four-part series, we will gladly send them to you.

# HOME & FIELD

572 MADISON AVENUE NEW YORK, N. Y.

**watch it grow - grow with it**

# The Little Schoolmaster's Classroom

WHEN a printer gets an inquiry preliminary to a real order and turns it down because the prospect is thirty minutes distant by auto, that's business news. Class Member E. P. Puhl, president of Puhl & Hepper, St. Louis—who tells about it—thinks it must be good news.

"We must certainly have reached the 'just around the corner,'" says Mr. Puhl, "and the depression must be over, otherwise this printer couldn't tell a prospective customer that he doesn't care to leave his desk or use up gasoline to get business."

This surprising incident began with the visit of the printer's salesman to the P. & H. factory. P. & H. did have a few things to be printed, so they gave the salesman some samples on which to quote. The salesman walked out without the samples. Not to be discouraged, P. & H. phoned the printer next morning to give the salesman a chance to bid on about \$250 worth of printing. But the printer's telephone operator flatly refused to send a representative, because P. & H. were "too far out."

Still undaunted, Mr. Puhl asked for the head of the print shop. When told about the telephone operator's ultimatum, this man declared that he would not stand for anyone criticizing his help, said "Good-bye," and hung up—bang!

"What is your opinion of an outfit like this?" Class Member Puhl asks.

St. Louis is "too far out" for him to hear what the Schoolmaster is saying.

\* \* \*

"Wow!" howls Class member Robert F. Belden, of Windsor, Conn., as he directs the Schoolmaster's attention to the advertisement of the Mills Novelty Company on page 32, issue of January 21.

"Even the Chinese have a yen

for vending machines," says the headline.

"Doesn't the poor Chinaman have trouble enough with the Jap," asks Mr. Belden, "without insulting him by inferring he uses Japanese money? Some copy writer went astray! Consult your Webster."

Class member Belden has a "yen" for Webster. But if he were to consult the users of slang, he would find that "yen" means a liking or longing or craving or desire for. The Schoolmaster's guess is that the slang word derives from a contraction of yearn—with a modified Alabama accent.

Anyway, the coin "yen," which is known to coin changers as the "Jap dollar," gets its name from the Chinese coin, "yuan," the "Chinese dollar." And "yuan" means round. Even a Japanese "yen," therefore, is "yuan."

The perforated coin which the sketchy Chinaman of the illustration is holding is called "cash." It is a thousandth part of a "yuan."

Now "cash" is cash. And even a Japanese can have cash. So why not let a Chinaman have his "yen"—if only for a "yuan"?

The one who really went astray on this advertisement was the artist, for the Chinese haven't worn pigtailed since the Imperial decree of many, many years ago.

\* \* \*

F. L. Weare, business manager of the *New England Dairyman*, submits an interesting letter which he has clipped from the Boston *Herald*. If members of the Class think modern advertisers are extravagant in their claims, let them cast their optics on the eighteenth century piece of enthusiasm which the writer of this letter to the *Herald* exposes:

To the Editor of The Herald:

Last week I purchased at Goodspeed's book shop a copy of "The Spectator," dated February 7, 1712. There was mention of Sir Robert



# They can't find your product



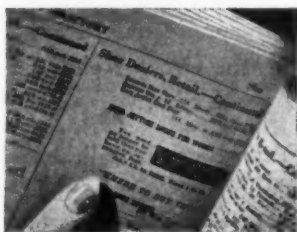
... until you tell them **"Where to Buy It"**

Is the search for your nearest dealer a game of Blind Man's Buff?... Are consumers who want your product being sold competitive brands?

Why not direct the readers of your advertising straight to your nearest dealer—via the classified telephone book?

List your dealers under your trade mark in the classified telephone books of those towns in which you have distribution. Then mention this listing in all your advertising copy and radio programs.

"Where to Buy It" service is the logical method of carrying the prospect from your advertising to your dealer. Through this service you can cover almost every town of 5,000 or more population—"tailoring" your



"Where to Buy It" service to fit your distribution.

Ford, Telechron, Kelvinator, General Electric are a few of the national advertisers using "Where to Buy It."

Investigate this service. Ask your advertising agency—or write or telephone as directed below.



Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York, N. Y., (EXchange 3-9800) or 208 W. Washington St., Chicago, Ill., (OFFicial 9300)

# Don't Go Over His Head!

**W**AS there ever a salesman who sometime, somewhere didn't have this problem to face?

How to tell the man higher up his story without offending the man he usually has to see.

He may know personally the president, the treasurer, the vice-president in charge of sales.

Yet he can't walk into their office or see them outside the plant without getting in bad with the man designated to hear the story.

Is it necessary for a salesman to be always stymied in a case like this?

No, there is a sure, safe, logical and easy way to solve the problem.

The publisher can get his full story to the first man, second man, and four others higher up than both, *all* of whom have a definite share in making the final decision, by using adequate space where all of them will see his message.

The answer is sound, sane selling copy in the

## PRINTERS' INK PUBLICATIONS

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de Coverley, but the writing seemed uninspired and I was on the point of exchanging the sheet for one of another date, when at the very end I read the following advertisement. Considering that it is 1712, not 1932, and English, not American, I venture to call it to your attention.

"The Delightful Chymical Liquor, for the Breath, Teeth and Gums. Which in a moment makes the most nauseous Breath Smell delicately Fine and Charming, and in very little time infallibly Cures it, so that an offensive Breath will not return; It certainly makes the blackest and most foul Teeth perfectly White, Clean and Beautiful to a Miracle; Cures the Scurvy in the Gums, tho' never so inveterate, making the Flesh grow again, when almost Eaten away, and it infallibly fastens loose Teeth to Admiration, even in Old People, who so often falsely think their Age to be the Occasion. In short, for delightfully Perfuming, and quickly Curing an Ill-scented Breath, for presently making the blackest Teeth most excellently White, certainly fastening them from Rotting or Decaying, and assuredly Curing the Scurvy in the Gums, it has not its Equal in the Universe, as Abundance of the Nobility and Gentry throughout the Kingdom, have Experienced. Is sold at Mr. Payne's, a Toy Shop at the Angel and Crown in St. Paul's Church-Yard, near Cheap side, at 2s. 6d. a Bottle with Directions."

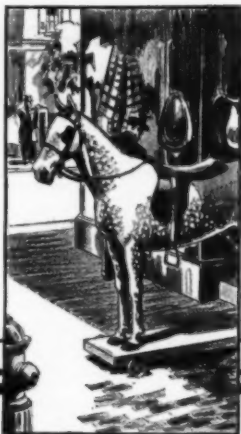
RUSSELL H. KETTELL.

Lexington, Jan. 27.

\* \* \*

The quantity contained in a package is also important. A great deal has been written about the sales value of package presentation planned for display value and for emphasis of quality. It is also imperative that the consumer may see at a glance the number of articles in containers holding more than one. Here is an interesting packaging experience related to the Schoolmaster by the sales manager of a company manufacturing and selling, among other things, high-grade soaps:

"This is the package we for-



**B**ACK in the days of town pumps, a dapple-gray wooden horse always identified the harness shop. Today, manufacturers must broadcast their identifying symbols—trade mark, package, product—to far-flung markets. Gatchel & Manning photo engravings have for more than forty-two years ably presented the advertiser's graphic selling arguments. Make your "wooden horse" effective by reproducing it with G&M line plates, halftones, color plates.

**GATCHEL & MANNING** Inc.

C. A. STINSON, President

*Photo-Engravers*

W. Washington Square  
PHILADELPHIA

## ★ AN UNUSUAL SALES EXECUTIVE available

This man, now employed, has excellent reasons for making change.

First of all he is a salesman, full of initiative; constructive mind; a natural bent for management; a leader for whom men love to work. Unlimited capacity for work and his enthusiasm is contagious. A planner who understands control and follow-through.

Recognized as an authority on modern merchandising and distribution methods. Knows retail problems and how to solve them and to flow goods through those outlets.

Has addressed national gatherings. A forceful writer and has been unusually successful with direct-by-mail and promotion campaigns.

Prefers manufacturer selling ultimately through retail outlets but not mandatory. A live figure man for several years. Will go anywhere.

Address "O," Box 147  
Printers' Ink, New York

## Valuable Files . . . of Sales and Advertising Data

THESE files are maintained by thousands of manufacturers and advertising agencies who have purchased to date 12,170 binders to keep in an orderly manner their copies of **PRINTERS' INK WEEKLY** and **PRINTERS' INK MONTHLY** as they come in.

When you want to refer to a certain issue, it can be easily found; no confusion or a mass of loose copies to go through. Sales and advertising information at your finger-tips.

These attractive binders sell at cost. The Weekly, \$1.25 postpaid, holds nine or more copies; the Monthly, \$2.00, holds eight copies.

### Printers' Ink Publications

185 Madison Ave., New York

merly used on this toilet soap which retails at six cakes for \$1," he said. He displayed a long and narrow box in which the six cakes were packed in two layers of three each. "Unless you look closely," he continued, "you are likely to get the impression that this box contains only three cakes, for its length makes it appear shallow. See the difference in this box we use now."

The new package is of a size to hold six cakes in one layer. The inside of the cover carries a selling message, so that the box may be opened up for counter display.

"The shopper can now see at a glance the whole contents of the package, and so it has become a popular gift box and bridge prize. Believe it or not, our sales have trebled."

\* \* \*

The Schoolmaster leans heavily upon the staff of advertising in his moments of great indecision, yet, when it comes to choosing a suitable hotel to fulfil his modest and infrequent needs, he must admit that a survey of advertisements only pushes him deeper into his quandary. Luckily he is not often beyond reach of his own beloved bed and board else he might find himself, in simulation of the perplexed ass in the fable, sleeping sadly in the gutter between two hotels, unable to decide which to patronize.

To prove his point he quotes the results of a survey, made by the *Hotel World-Review*, of the advertisements of about 100 hotels. Here is a list, recently published by that magazine, of the most popular statements made by those hotels and the number of the establishments coinciding in their claims.

We have the best food .....	56
We have the best beds .....	47
Perfect service .....	18
Best hotel value for the money .....	15
Most centrally located .....	12

How can he choose from forty-seven best beds and fifty-six most excellent cuisines?

\* \* \*

The experience of a Boston store was related last week at the convention of department store ex-

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ecutives in New York to illustrate how headlines influence reader action. The store found itself with a stock of coon-skin coats. Two or three advertisements of an aggressive nature, featuring price, were run with unsatisfactory results.

At the request of the advertising manager, the buyer hunted up details about the merchandise. The next advertisement reproduced a map showing the various locations which yield coon skins, mentioned the fact that the best skins come from Arkansas, and carried a headline which simply stated, "Our Coon Skins Come from Arkansas."

Practically the entire stock of coats was sold the day following publication of the advertisement.

Change in headline by another store was cited to prove the point that it is not the size of space but what is put into it that produces results. The product featured was a reducer which the corset department advertised with only a fair response. It was decided to feature the product in terms of its

effect on the customer and, accordingly, a new story was told under the headline, "Save That Vanishing Waist Line."

Though one-third the size of previous advertisement, this changed appeal and new headline developed more than twice as many sales of the product.

\* \* \*

"Don't dangle trips to England and France before the young ladies of the country unless you are prepared to reckon with feminine vindictiveness." This is your teacher's caution to those who advertise radio contests.

Men might sit up nights poring through their dictionaries for three-letter words. They might wake up still dizzy from the hunt and drowsily drag their weary way to work, all without malice aforethought if they should lose. But the fairer sex is bound to see the thing through, check and double-check. Even the announcement of a winner doesn't satisfy them that the wonderful prize, by right of

## REAL ECONOMY



This can be accomplished through Faithorn COMPLETE SERVICE of (1) Ad-setting, (2) Engraving, (3) Printing, with electrotypes and mats—all under ONE roof. We think in terms of results. The shortest way 'round is usually the best. Why send cuts to one concern—ads to another many blocks away—and then give your printing to a firm even farther distant? You can cut your costs, eliminate worry and save Time, Trouble and Money by having us do the complete job. We will gladly show you samples of our work.

**THE FAITHORN CORPORATION**

**Ad-Setters • Engravers • Printers**

**504 Sherman St., Chicago • Phone Wab. 7820**

## Every Woman wants an advertising thimble



**A**DVERTISING managers and agency men will appreciate the genuine value of this "medium." A practical souvenir for women that is truly welcomed—and you know that it's the woman who's the family purchasing agent.

### Your "Ad" on her finger

The Anco Thimble is a bright little beauty, full-sized, first grade aluminum. Your trade-mark embossed on colored enamel. A constant and practically perpetual advertisement that really goes into the home. Used successfully by well-known concerns. Quantities 1,000 to 100,000 or more.

Send Coupon for Samples and Latest Prices

**The Atlas-Ansonia Co.**  
58 Grant St., New Haven, Conn.

You may send us samples and prices

Name.....

Company.....

Address.....

### Lost in Depression Ten Per Cent Net Profit

**FOUND**—A sales offset that restored it in:

**"POWERS THAT MOVE MEN TO ACTION"**

Mailed Without Charge on Letter-Head Request

**ROBERT RUXTON**

10 High Street Boston, Mass.

**For An Agency  
Capital Plus Capacity**

Young man will invest up to \$5,000 in a sound recognized advertising agency (or firm in allied field) where there will be a future for him. Your reply will be held in strictest confidence.

Address "N," Box 146, Printers' Ink.

diligent effort, should be theirs and, an advertiser, of course, can't very well divide a trip to Europe.

To show how thoroughly a girl will go after what she wants, once the prospect of winning it is offered, there is the interesting case of Sue Clay Coleman. Miss Coleman is a nineteen-year-old Memphis lass who set out to win a trip to England and France offered by the Charles H. Phillips Chemical Company. She did not get the trip to Europe and now the Phillips company is defendant in a \$2,500 suit.

Miss Coleman claims that she prepared a list of 381 words in a contest. Phillips awarded the prize to a list of 176 words. She is aggrieved and wants the courts to pass on the award inasmuch as, she claims, the radio announcement of the contest constituted a contract with the public. After filing her suit, she obtained an attachment on property of the Phillips company in Memphis.

Sometimes the Schoolmaster feels that advertisers should be aware of certain contest consequences. Now he issues a belated warning to avoid the vengeance of the defeated. Should there be many as law-minded as this girl from Memphis, some advertiser is apt to wake up of a morning and find himself facing attachments of property all through the country.

### New York Export Managers to Meet

The fourteenth annual get-together of export executives, under the auspices of the Export Managers Club of New York, Inc., will be held at the Hotel Pennsylvania, New York, on March 22.

### C. H. Bliss Elected to Nash Directorate

C. H. Bliss, vice-president in charge of sales of the Nash Motors Company, Kenosha, Wis., has been elected a director of that company.

**"GIBBONS knows CANADA"**

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**ADVERTISING AGENCIES**

**M**AIL ORDER SPECIALISTS  
Publication rate guide furnished  
free to letterhead requests.  
**MARTIN ADVERTISING AGENCY**  
278 W. 43rd St., New York. Est. 1923.

**BUSINESS OPPORTUNITIES**

**WANTED—SEVERAL GOOD  
SECOND-HAND NO. 5 LINO-  
TYPE MAGAZINES. QUOTE  
BEST PRICE. BOX 834, P. I.**

**SOME ADVERTISING MAN  
IN NEW YORK**

who can produce business, or a Free Lance who controls a few accounts, can make an advantageous tie-up with an Agency, properly financed, recognized and in business 30 years. Write Box 824, P. I.

**Western Office, Part-Time Representation**—We should like to secure another trade paper connection for our Chicago representative. We wish to retain him on part time and can recommend a similar arrangement to a publisher desiring a fine connection. We are the quality publication in our field. Of course, ABC and ABP. Representative covers Illinois, Wisconsin, Minnesota, Michigan and Indiana. Will gladly furnish full details. Box 830, Printers' Ink.

**REPUTABLE CONCERN** in another business needs associate experienced in selling syndicate services to banks, laundries, etc. He will direct entire field work and personnel. Have a new but tested service to sell with a handsome profit to right man willing to prove his ability by making a small investment for equal profit sharing. Furnish references that will stand thorough investigation and full details as to executive ability and previous experience. Box 829, Printers' Ink.

**EMPLOYMENT SERVICES**

**Not on Trees** do \$5,000-\$50,000 positions grow. To battle for and win for men of large earnings requires experts of experts. The members of the Penn organization ARE EXPERTS. Our founder and active head enjoys a reputation supreme as an authority on placement of men in the "higher brackets." When you engage us, you have working for you America's foremost institution for helping good men find good positions with good companies. Consult us today. **JACOB PENN, INC.,** 535 5th Av., N.Y.C.

**HELP WANTED**

**Regional Representative** to handle publication, strictly on commission without drawing or expenses. One who has several other publications. Either for group of prospects or special cases. Box 832, P. I.

**MISCELLANEOUS**

**Two Desks or Private Office** available in publisher's suite, Grand Central district. Rental moderate. Ideal for representatives or out-of-town publishers' sales office. Box 828, Printers' Ink.

The "30" **TYPOGRAPH** is the simplest copy-fitting chart ever devised. Tells you instantly how much copy to write, or what size to set to fill a given space. Covers 49 faces, from 6 to 36 point. Fits in the corner of your desk blotter. \$1.00 per copy. A. L. Warington, 1959 E. Jefferson, Detroit, Mich.

**POSITIONS WANTED**

**EXECUTIVE**—thoroughly familiar with Advertising Agency routine, accounting and finance—also qualify as Office or Factory Manager—now available. Box 833, Printers' Ink.

**ARTIST—FREE-LANCE MECHANICAL AND PICTORIAL PHOTO RETOUCHER DESIRES POSITION.** Connections considered. New York City. Box 826, Printers' Ink.

**FREE-LANCE COPY, PLANS,  
IDEAS**

Merchandising and Agency Experience. Moderate. Box 831, Printers' Ink.

**ART DIRECTOR**

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